

**Distinguished Graduate Award Nomination
Cover Sheet**

20 October 2012

Subject: 2013 Distinguished Graduate Award Nomination

From: Captain W. Spencer Johnson, USN (Retired) Class of 1963
President, Class of 1963
Classmate, Company mate, Friend

To: Chairman, Distinguished Graduate Award Selection Committee
United States Naval Academy Alumni Association
247 King George Street
Annapolis, MD 21402-5068
Attention: DGA Nominations

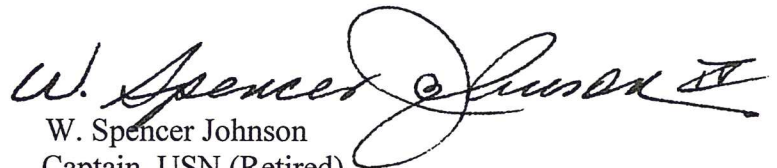
The following nomination is hereby submitted for the 2013 Distinguished Graduate Award

Name: **Roger E. Tetrault**

Class Year: 1963

X This is a resubmission

Very respectfully,


W. Spencer Johnson
Captain, USN (Retired)
President, Class of 1963

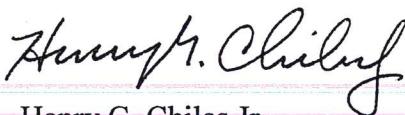
In 2013 the class of 1963 will celebrate its 50th anniversary of our graduation. It would be superb for us - and for our Link class, 2013 - if Roger Tetrault were recognized as a Distinguished Graduate during our 50th year.
Most sincerely,
Spencer Johnson '63

It is our distinct honor and privilege to re-nominate Roger E. Tetrault, for recognition as a U. S. Naval Academy Distinguished Graduate. Roger was classmate, company mate for four years and friend for over 50 years in the case of Spencer Johnson. He was a plebe in my company when I was a first class midshipman (in the case of Chiles), has remained a trusted friend, and I helped draft this recommendation. Roger Tetrault clearly **epitomizes those characteristics of duty, honor, courage and commitment** that the U. S. Naval Academy strives to imbue in its graduates. Foremost, he is a man of utmost integrity and a paragon of all that is to be emulated in a midshipman or graduate.

Specifically, Roger remained steadfast to his **extraordinarily high principles despite great personal and professional risk**. His many accomplishments and leadership qualities exhibited on active duty, as an industry executive, supporting missions of great national importance for the Submarine Force, Army and Marine Corps armor, the turn-around and **establishment of strong ethical values** at McDermott International, and at NASA (pro bono) attest to the **hard work, keen intellect** and high moral standards all USNA graduates should embody. Specifically, in the mid-1970s he built the team at Naval Nuclear Fuels Division, Babcock and Wilcox that **revolutionized the production of naval reactors** to a modern standard utilized today, overcoming many severe technical challenges, and ultimately saving the country hundreds of millions of dollars. Admiral McKee (NR) personally kept him on this task until success was proven. Roger **downsized Electric Boat (EB) by 23%** over 3 years without labor disruption, literally **saving the shipyard**, enhanced the acquisition of the Seawolf class submarines, and prepared EB for Virginia class submarine production. Roger led the General Dynamics Land Systems Division through an **80% reduction in tank production** devising an Army and Marine Corps production plan that saved those services over 700 million dollars. Perhaps his greatest challenge was the **turnaround of McDermott Corp** as CEO and Chairman of the Board from a position of substantial losses, with a record of potential liability of illegal overseas activities, to profitability with a strong ethical culture. He played a **critical role in the analysis** of the National Aeronautics and Space Administration (NASA) **cost, budget**, management and plans, and was a **leader of the Columbia Accident Investigation Board** team that sorted through the more than 60,000 shuttle pieces to determine the cause of the loss of the Space Shuttle Columbia. Further, he was instrumental in **formulating** and briefing the recommendation to **repair the Hubble Telescope**, vice waiting for the late and technically challenged Webb replacement. Details of Roger Tetrault's professional accomplishments are attested to in detail in the following pages.

Further, **his leadership and personal charitable efforts to start and institutionalize the USNA Ethics Center while funding the USNA Ethics Leadership Chair** since 1998 make a sustaining contribution to future naval leaders. As Chair of Leadership from 1999 to 2003 I worked closely with the ethics program, taught ethics as well as leadership every term and found the **Ethics Center to be a model for success** to imbue ethical behavior. Modest and self-effacing, Roger Tetrault is the embodiment of Adm Charles Larson's appeal for "excellence without arrogance". He is a head and shoulders standout in any group of graduates who have distinguished themselves in service to our country. By any **measure Roger Tetrault is a superb Distinguished Graduate. We most strongly urge his immediate selection and recognition as such.**

Very respectfully,



Henry G. Chiles Jr.
Admiral, USN (Retired), Class of 1960
Formerly, USNA Chair of leadership

Very respectfully,



W. Spencer Johnson IV
Captain, USN (Retired)
President, Class of 1963

Executive Summary

USNA and Military career highlights

- Graduated in class top half. Lettered two years in gymnastics. Placed both years in top 6 in East on the horizontal bar. French foreign exchange cruise.
- Active duty 1963–70: Initially, assigned to USS Samuel B. Roberts (DD 823) for Mediterranean and Indian Ocean cruise. Trained and qualified as a Naval Aviator, and then transitioned back to Surface Warfare on USS Turner Joy (DD 951) as CIC Officer and then Operations Officer, GQ OOD, and Senior Watch Officer during two Vietnam deployments. USS Turner Joy earned the Battle Efficiency E, Operations O, Communications C, and other awards. His last active tour was on COMPHIBLANT Staff as CIC Officer, EWO and SPECWAR Group officer.
- USN Reserve duty 1970-1985: Served in various billets including Commanding Officer, COMSUBLANT Reserve Detachment, retiring as Captain, USNR-R.
- **Started and funded Ethics Leadership Chair** at US Naval Academy in 1998 with **1.75 million dollar donation** (USNA funded gifts/commitments exceed \$2 million). Maintained close relationship.

Military Awards and Medals

- Navy Commendation Medal with Combat V, Naval Meritorious Unit Commendation Medal,
- Combat Action Ribbon, Vietnam Service Medal (3 stars), Republic of Vietnam Campaign Medal
- National Defense Service Medal, Armed Forces Reserve Medal, Expert Rifleman

Government / Civilian / Business / Community Career highlights, awards and certificates

- Joined Babcock & Wilcox Company's (B&W) Naval Nuclear Fuel Division (NNFD) in 1970. Promoted through positions of increasing responsibility to manager of sales and legal.
- In mid-1970s, promoted to Project Manager. **Led** nuclear reactor manufacturing process development believed then to be the **most complex and advanced automation project in US**. Successful completion of the project potentially **saved the US Navy billions in future expenditures**.
- In 1985, named Vice President (VP) and General Manager of NNFD. Led effort to become **sole naval reactor supplier saving the Navy hundreds of millions of dollars**.
- In 1988, became Group VP of McDermott International, Inc. (McDermott), B&W's parent. Decommissioned, decontaminated, and buried both a highly enriched and a low enriched nuclear fuel manufacturing facility.
- In 1990, hired by General Dynamics Corporation (GD) as Corporate VP and President of Electric Boat Co. (EB). Led **dynamic shipyard restructuring** to preserve nuclear submarine construction capability
- In 1993, became President of General Dynamics Land Systems (LSD). **Instituted aggressive cost savings** to fulfill pricing commitments to US Army (USA) and an **innovative USMC- Army purchasing agreement** benefiting both services. **Saved U. S. Army \$744 million**.
- In 1995, was promoted to GD Senior Vice President for all Army/Marine Corps programs.
- Awarded US Army Order of St. George as a Distinguished Knight.
- In 1997, appointed CEO and Chairman of the Board of McDermott. **Restructured company** to eliminate debt, and **restored strong ethical behavior** and profitability.
- In 1998, named by Heidrick and Struggles as **one of the top ten United States corporate CEOs**.
- From 2000-2006, served on the NASA Advisory Council Committee, International Space Station Task Force, Columbia Accident Investigation Board, and National Research Council Committee on options to extend Hubble telescope life.
- In 2005, awarded NASA's Distinguished Public Service Medal.
- In 2005, elected a Director of the U. S. Naval Academy Foundation. Continuous service in that capacity.



8 August 2011

Subject: Letter of support for the Roger Tetrault nomination for USNA Distinguished Graduate Award

From: Admiral Bruce DeMars, U.S. Navy (Retired)

To: Chairman, Distinguished Graduate Selection Committee

I whole heartedly support the nomination of Roger Tetrault as a Distinguished Graduate of the USNA. The nomination package strongly illuminates his lifetime support of the Navy and the country. The below comments are based on an association of over three decades including a perspective based on my eight years as Director of the Naval Nuclear Propulsion Program.

Roger Tetrault served in a number of technical supervisory positions where his knowledge and drive were instrumental in contributions of great benefit to the Navy. He was B&W project manager for a revolutionary concept for naval nuclear reactors that afforded designers a vast array of enhanced capabilities. Hundreds of variables could impact the design and advanced technologies required for success were still in their infancy. This endeavor was the most complex automation project in the U.S. at the time. He delivered it successfully. Another contract followed for a new long life reactor core. This began a new generation of reactors saving the Navy billions of dollars in core procurements and refueling costs.

Roger Tetrault moved on to become the President of Electric Boat Company. When the Cold War ended he was of inestimable value in restructuring the Electric Boat work force and facilities to accommodate the precipitate fall in submarine construction. Later, he became CEO of McDermott International. The company was extremely troubled by foreign corrupt practices, a DOJ investigation and asbestos issues. He turned this around and was named one of the top ten CEOs by Heidrick & Struggles. Later he brought this ethical bent to his support of the Naval Academy.

I believe Roger Tetrault scores high in all the categories used to evaluate Distinguished Graduate candidates. The Midshipmen would clearly recognize his immense contribution to the Navy and the country. His unique combination of intellect, integrity and industry are the very traits at the heart of the Naval Academy's mission. He is a most unique person, superbly qualified to be a Distinguished Graduate. I give him my unqualified support.

Yours truly,

Bruce DeMars

The Honorable Joe R. Reeder

August 1, 2012

Admiral Joseph W. Prueher, USN (Retired)
Chairman, Distinguished Graduate Award Selection Committee
U.S. Naval Academy Alumni Association
247 King George Street Annapolis, MD 21402-5068

Dear Admiral Prueher

It has been quite a while since I've seen you and hope that this finds you and all of the Prueher family well. It is with honor, and humility that I as an Army veteran offer for your consideration a U. S. Naval Academy candidate for the Distinguished Graduate Award. I have known Roger since the early 1990's when he was President of the General Dynamics Land System Division (LSD) and extremely important to the Army's Armor Readiness. You would honor me by adding my observations below to those you provided by others on Roger's behalf. He loves the Naval Academy, deeply, so I know what this would mean to him.

Within weeks of a new job in unfamiliar territory, Roger totally restructured the LSD, and, despite a drastic reduction in tanks sold, was able to save our nation's land battlefield centerpiece, the Abrams tank (M1A1). By limiting additional costs solely to more advanced M1A2 technologies, and by urging multi-year procurement to optimize material costs, requiring Congressional approval, a difficult hurdle, Roger made a huge difference. On this issue alone Roger met frequently with me and with Army Assistant Secretary Gil Decker. Based on our verbal pledge to secure Congressional approval of multi-year procurement, Roger completely transformed the LSD cost structure. To secure Marine Corps support for multi-year M1A2 tank procurement, Roger urged that 60 aging USMC M-60 tanks be replaced by 60 Army M1A1s, and with USMC support Congress passed the multi-year M1A2 procurement.

Roger faced and masterfully managed massive problems. Labor costs stemmed from the era when the LSD plant was a Chrysler subsidiary with UAW wages and benefits mirroring the auto industry (far higher than defense). LSD also operated two Army tank factories, with a reduced contract volume that justified only one plant. Roger inspired contract negotiations with each local union, ultimately closing the Detroit tank plant, and shrinking GD's Lima, Ohio plant. Battlefield-mandated electronic systems required an Army transition from the M1A1 to the M1A2 digital tank. Labor for GD's vehicle control systems built in Detroit ran at \$100 per hour. Roger, led an in depth study that resulted in moving all tank control systems to Tallahassee SINGARS Radio production facility at an hourly rate of \$40, completing this seismic shift in 9 months.

I know that your service as Commander in Chief, U.S. Pacific Command may have provided limited exposure to the M1A2 tank, but this is, and remains, a decisive battlefield platform. Without Roger's unswerving leadership, the Army Tank program would have been gutted. As it turned out, Roger saved the U.S. Army (and taxpayer) \$744 million dollars. Because this is not something that would naturally come to the attention of my Navy friends, you included, I'm grateful to have this opportunity to tell you why Army slugs consider this man to be a national hero.

Kind personal regards,


Joe R. Reeder

106 W. Rosemont Avenue, Alexandria, VA, 22301
703-963-8389

Roger E. Tetrault



Sean O'Keefe

Chairman and Chief Executive Officer

August 7, 2012

Member of the Executive Committee
EADS N.V.

Admiral Joseph W. Prueher, USN (ret)
Chairman
Distinguished Graduate Award Selection Committee
U.S. Naval Academy Alumni Association
247 King George Street
Annapolis, MD 21402-5068

Dear Mr. Chairman:

This is to convey my unqualified endorsement of the nomination of Roger Tetrault to be a Distinguished Graduate of the United States Naval Academy.

As an exemplary naval officer, industry leader for the production of reactors and submarines for the fleet, and tireless advocate of the naval service, Roger Tetrault consistently demonstrated the core values instilled in him as a Naval Academy Midshipman throughout his long and illustrious career. In each instance and without exception, he brought great credit to himself and the naval service.

While I can attest to his contributions at many phases of his career, respecting the Committee's brevity preference, this letter is specific to his service "post retirement" as a member of the CAIB, Columbia Accident Investigation Board, as a member of the NRC, National Research Council review of the Hubble telescope and as a crucial advisor on the construction of the ISS, International Space Station. During this period 2001-2005, I served as NASA Administrator and asked Roger to serve in each of these important capacities. He served because of the values learned at the Naval Academy – it was the right thing to do.

Although Roger recognized that these duties would require near full time dedication, he readily accepted the appointments. In each of these roles, his critical insight into the technical dimensions of the challenge were illuminating. During testing of the space shuttle components and materials to find the root cause of the destruction of the shuttle Columbia upon reentry, he helped us understand the process failures that contributed to this horrific tragedy. His understanding of the engineering risks prior to completion of the shuttle improvements mandated by the CAIB helped inform an acceptable, safe operational method for performance of the final Hubble telescope repair mission. And his keen insight into the sequential compartments of the \$100 billion ISS guided us to an optimum solution to assemble this 8th Wonder of the World. His dedication to these important public service duties can be attributed to the invaluable education, training and perspective he learned as a Naval Academy graduate and all that followed. He felt he owed the nation a return on investment in him. I can attest that the debt was repaid multiple times over. Americans are most fortunate to be the beneficiaries of his service.

In my extensive exposure to the naval service as Secretary of the Navy, a Navy civil servant, and son of a career naval officer and USNA graduate, I have rarely seen anyone who so thoroughly embraces the naval service core values of honor, courage and commitment. For his selfless service over a most extraordinary life, I urge the United States Naval Academy Alumni Association to recognize him as a Distinguished Graduate.

With all best wishes,

Sean O'Keefe

Roger E. Tetrault

EADS North America
One Global View
2550 Wasser Terrace, Suite 9000, Herndon, VA 20171

*Joe, I can't say enough about
Roger - an exceptional fellow!*

Narrative

Following commissioning Roger served as USS Samuel B. Roberts (DD 823) Electronic Material Officer (EMO) for a Mediterranean and Indian Ocean deployment. In 1964 he was assigned to flight school. He qualified and received his wings in 1965 and reported to Replacement Air Group, Lemoore. In 1966, he requested surface warfare duty and reported to USS Turner Joy (DD-951) as CIC Officer for Turner Joy's first deployment and subsequently served as Operations Officer for a second Vietnam deployment. When his ship received the Battle Efficiency E, the Operations O, Communications C, and other awards, Roger received the Navy Commendation Medal with combat V and was recommended for deep selection. For family reasons, he resigned from active duty but was extended to serve COMPHIBLANT in a Commander's billet as Staff CIC, Electronics Warfare Officer and SPECWARFARE officer. He joined the U. S. Naval Reserves in 1970, retiring as a Captain in 1985 from his tour as Commanding Officer, COMSUBLANT Reserve Detachment, Roanoke VA.

Roger's civilian career began with B&W's Naval Nuclear Fuels Division (NNFD) in Lynchburg, VA. He rapidly progressed from production engineer to Contract Negotiator, Manager of Cost Accounting, and Manager of Sales and Legal, respectively, while earning a Masters degree in Business Administration from Lynchburg College.

In the mid-1970's, ADM H. G. Rickover, Commander, Naval Sea Systems Command (08) (Naval Reactors) (NR), ordered development of a full scale production process for a **revolutionary concept** created by Knolls Atomic Power Lab scientists for naval nuclear reactors. NR selected NNFD as primary contractor for this project, designating United Nuclear Corp. (UNC) as a second source. Roger was named B&W's Project Manager, and was first tasked to negotiate NNFD's development contract with NR.

By 1977, Roger's staff had grown rapidly while **demonstrating to the Navy that the process could be scaled to full production** (sixty-six partial and full scale mock-ups were required; many took months before achieving success). NNFD's hi-tech suppliers and available industry literature suggested that this endeavor was the **most complex and advanced automation project in the U.S. at that time**. NNFD received NR's contract to build a fully automated factory for the production of the first reactor components and future reactor cores.

In early 1982, ADM Kinnard McKee relieved as NAVSEA 08. B&W soon requested his concurrence with Roger's promotion as QC department head. ADM McKee preferred that Roger remain with the special development program, and a year later NR **approved Roger's promotion to NNFD's Chief Engineer and Engineering Department Manager with continuing responsibility for that program**. In 1983, NR gave NNFD a contract to commence new core production, followed by a contract for production of the new reactor designed specifically for greatly improved core life. This **new generation of reactors enabled the Navy to save billions of dollars in future core procurements and refueling costs**.

In 1985, Roger became NNFD's VP/General Manager and proposed that **a single source supplier for naval nuclear reactors would also generate significant cost savings**. NR agreed and tasked UNC to terminate its reactor business without adversely affecting UNC's work-in-progress. NNFD and UNC cooperated to re-negotiate existing contracts that required complex transactions to transfer hundreds of millions of dollars of UNC work to NNFD at pre-determined work stages. These goals were achieved without significant technical/financial problems, resulting in **estimated Navy savings in the low hundreds of millions of dollars**.

In 1988, McDermott, B&Ws parent, promoted Roger to Group VP of McDermott with supervisory responsibility for Defense and Atomic Energy product lines (6 divisions/facilities located in 4 different states). These divisions manufactured diverse products for commercial applications and for the DOE and DOD, including sole source supply of Naval nuclear reactors, pressure vessels, and pressurizers. During his tenure, the **Company was also selected sole source supplier for many submarine structural components.** Concurrently, Roger was **tasked to decommission, decontaminate and bury two (one highly enriched and one low enriched) fuel manufacturing facilities, meeting all stringent NR, DOE and NRC requirements.** Based on this experience, the Company also won the contracts to decommission the DOE Mound facility.

As the NNFD Vice President and Senior VP and Group Executive responsible for new business development Roger supported or initiated efforts resulting in contracts for: (1) manufacture of DOE test reactors and university reactors, where McDermott became the sole source U. S. supplier. (2) manufacturing specialized bottles for nuclear weapons, (3) winning a contract at Idaho National Laboratory to manufacture depleted uranium armor, (4) building the Quadra pole magnets for the Super Conducting Super Collider, (5) building the 2nd stage nuclear power plant for the SP-100 space reactor and managing this project at the Los Alamos Laboratory, and (6) supplying the propulsion system for the ADCAP torpedo. Although a number of these projects were eventually cancelled by the Government, **none was cancelled due to technical, quality or cost issues related to McDermott performance.** This effort led to formation of BWXT.

In 1990, GD hired Roger as Corporate VP and President of EB, the national asset known as the U.S.'s **premier nuclear submarine designer and shipbuilder** that was constructing the Navy's Los Angeles Class attack nuclear submarines, Ohio Class Trident nuclear ballistic missile submarines, and Seawolf Class attack submarines. Its sole competitor, Newport News Shipyard, was also constructing Los Angeles Class submarines.

EB was challenging. Its 22,000 employees had been delivering five submarines per year, but work was projected to decline by 80%. **Roger entirely changed the financial footprint of EB.** Over three years, he **systematically reduced the shipyard from 22,000 to about 17,000 employees** (with a plan to reduce to 12,000, if necessary), **reducing management** commensurate with the labor force reduction. Certain facilities were shuttered, and **fixed costs were reduced below the original percentage of total costs, so no Navy's contracts suffered.** During this traumatic period, Roger **maintained labor relations without a strike in this highly unionized shipyard.**

Prior to Roger's arrival, EB was awarded a contract for the initial three Seawolf Class submarines; hence, by 1990, the first boat's hull fabrication was largely complete. Shortly after his arrival, weld cracks were discovered in the joints where huge hull rings were joined (technically, the Navy specifications and processes for welding HY-100 steel had never been tested for the large heat sink believed to have caused the weld cracks). Seawolf's hull construction using HY-100 steel represented "a first" as earlier submarine classes used HY-80 steel. To recover, the **entire hull was disassembled, a new weld procedure developed and certified by NAVSEA, and the hull re-welded,** expending thousands of additional man-hours.

EB had every right to claim that government weld specifications were defective (the specs were indeed defective), and EB should be compensated in cost and schedule with Seawolf contract modifications. However, Roger concluded that Congress' reaction would likely be counter-productive. Consequently, **Roger recommended that Seawolf's first two contracts be merged at the unchanged total ceiling price, allowing more cost to be allocated to the first ship and less to the second. The Navy agreed.**

To eliminate schedule delays, Roger personally presented to Admiral Bruce DeMars, NAVSEA 08, and his technical staff, a **proposed method for re-sequencing the installation, testing, and startup of the nuclear reactor system**. With NR approval, EB implemented this proposal, **recouping 6-8 months on the first Seawolf's schedule**.

However, for budgetary reasons, Congress cancelled construction of all future Seawolfs (more than 20 originally scheduled at a rate of 1-2 per year), including the previously funded third ship. EB had expected to reduce shipyard production work rate in future years while awaiting Virginia Class construction to begin several years later. Together, Seawolf's cancellation and the Virginia Class futuristic schedule left EB with insufficient production work to keep the shipyard open.

Supported by Navy leadership, Roger proposed a multi-point plan to save EB. First, he proposed to the Navy that all submarine construction delivery dates be extended to move construction man-hours to later years. **EB and the Navy agreed to new delivery dates with pricing contained within the original ceiling prices.** For its part, the Navy expedited Virginia Class development and design of the lead ship. However, even the revised schedules and shipyard loading resulted in a forecast that EB would be unsustainable without production work for over one year.

To fill this production gap Roger **organized a campaign to reinstate funding** for the third Seawolf. Roger and many New England Congressmen and Senators, led by Senators Kennedy and Dodd, took the case directly to Congress. At three hearings in the House and one in the Senate, Roger asserted that maintaining a skilled workforce was imperative because a nuclear submarine possesses the "largest accumulation of advanced technologies, anywhere in the world." Admiral DeMars also testified in support. Congress revoked its rescission, ensuring EB sufficient work to retain skilled workers while awaiting initial Virginia Class construction.

In 1993, GD named Roger President of its Land Systems Division (LSD) which designs and builds diverse armored vehicles for the Army, U.S. Marine Corps (USMC) and foreign allies. Roger was charged with production of the M1A1 Main Battle Tank, the M1A2 digital Main Battle Tank; the Grizzly Combat Mobility Vehicle; the Fox Nuclear Biological and Chemical Reconnaissance vehicle; the Advanced Vehicle Launched Bridge (AVLB); and the SINGARS (Single Channel Ground and Airborne Radio System). LSD was also active in Foreign Military Sales (FMS) to **spread fixed production and development costs** over more partners/purchasers.

In Roger's three plus years running LSD, GD **won major competitive bids** for its Crusader Program, intended to replace the M109 Paladin mechanized Howitzer, and a contract to design/build the USMC Expeditionary Vehicle, replacing the Amphibious Assault Vehicles.

However, when Roger took charge, LSD faced challenges similar to those that threatened EB's survival. **LSD's next annual procurement forecast of some 100 M1A2 Tanks and FMS sales represented a tank production reduction of 80% in future years with the unit cost for tanks expected to more than double.** Roger analyzed the issue and concluded: (i) totally restructuring the LSD was necessary to keep the M1A2 pricing constant with that of the prior year, (ii) the cost of the more advanced technologies used in the M1A2 had to be reflected in its unit price, and (iii) LSD would need a multi-year procurement contract for the lowest possible material costs. After numerous discussions with the Army Assistant Secretary (Acquisition) and Under Secretary of the Army, they verbally committed to support LSD's contract with the Army and to attempt to obtain Congressional approval of LSD's multi-year procurement for 200 tanks. **Roger, in turn, took forceful actions to recast LSD's cost structure.**

At LSD, Roger inherited UAW union workers long entrenched from Chrysler's prior ownership; thus, their two factories manufacturing tanks incurred wage and benefits cost far higher than similar defense

Roger E. Tetrault

industry averages. Sharply reduced production volume and costly electronic control systems required for the Army's transition to the M1A2 digital tank raised armored vehicle unit costs. Roger solved this problem after evaluating the pros and cons of **moving tank digital control systems production to GD's non-union SINGARS Radio Florida facility that was operating at about one third the cost of the union factories.** This task was accomplished within 9 months without any major adverse operating affects, and with **numerous other cost saving initiatives, Roger fulfilled his pricing, schedule and technical commitments to the US Army.**

Since the USA and USMC compete for similar congressional appropriations, **Roger requested LtGen Krulak, Commander of USMC Combat Development Command to support the Army's multi-year contract for M1A2 tanks,** provided the Army COS commit to replace sixty aging USMC M-60 tanks with sixty Army M1A1 tanks. **All agreed and Congress approved the multi-year Army contract with LSD.** In late 1995, Roger was promoted to GD Senior VP and charged with all Army/Marine Corps Programs. For his actions on behalf of the Army Armor Corps, Roger was admitted to the **Order of Saint George** as a Distinguished Knight, presumably the first USNA graduate to receive such an Army honor. The citation notes that his **actions saved the USA \$744 million.**

In 1997, Roger was **appointed CEO and Chairman of the Board of McDermott,** regarded as the 300th largest company in the S & P 500 Index. McDermott was the diversified parent of: J. Ray McDermott, Inc. (JRM), one of the largest global layers of offshore pipeline and oil drilling platform manufacturers; B&W, the supplier of boiler systems, primarily for electric power generation worldwide; and BWXT, which now contained all of McDermott's Defense Group. However, Roger **inherited a troubled Company with \$3 billion of annual revenue but more than \$1 billion recently drained from cash reserves, and consolidated net operating losses during the last five years.** Further, previously ignored or not recognized significantly impaired assets were numerous. Financial reporting was potentially of questionable quality and transparency. B&W had a separate financial problem due to the ever increasing costs of asbestos litigation, the potential bankruptcy of insurers that were paying for a portion of the asbestos awards, and the ever increasing size of the individual court judgments.

Even more alarming for Roger, he **learned shortly after taking charge of potential illegal international activity** in one segment of the Corporation. **Roger insisted that McDermott self-report these infractions** to the Justice Department (DOJ) which fined the Company \$50 million. **He insured that McDermott co-operated fully in the DOJ's investigation,** and before the press broke the story, **he personally briefed every affected customer CEO of the findings. Roger also visited every major overseas site delivering a simple message: We don't lie, cheat or steal. If you do, we will fire you.** Further, if you do, we will do everything we can to help prosecute you. Invariably, he was asked, "How can you expect us to compete in an environment where overseas bribery and price fixing are common? How can we win?" His response was **"if we're providing the best technical product, with the best quality and at the best price, we will win most of the competitions.** So, work on these things you control. Yes, you'll lose some competitions due to illegal activity, but the price to win those contracts is much too high for us." **This simple message rapidly changed culture. McDermott never lost a customer from this incident. Roger implemented a variety of changes within McDermott overall, including significant cost and cash management systems.** The Company negotiated a settlement with DOJ, and took overdue charges against earnings, resulting soon thereafter in profitability and positive cash flow. With internally generated cash flow added to cash obtained from selling off non-core assets, McDermott accumulated more than \$500 million during the next two years to buy back all of the JRM stock traded on the New York Stock Exchange.

As CEO, Roger **personally made management presentations to the DOE** selection teams that resulted in McDermott becoming the Management and Operations contractor to operate the Oak Ridge National Laboratory and the Pantex Plant (sole U.S. facility for assembly and disassembly of nuclear
Roger E. Tetrault

weapons). In January 1998, international search firm Heidrick and Struggles named Roger to its **top ten U.S. CEO's based on shareholder returns**, signaling to investors McDermott's complete financial turn-around.

In 2000, after retiring from McDermott, Roger was **appointed to NASA's International Space Station (ISS) Independent Management and Cost Evaluation Task Force (IMCE)**. IMCE conducted an independent external review of the ISS cost, budget, and management and noted in its November 2001 report: absence of a long-term plan for transporting astronauts to and from the ISS, and no credibility in the FY 02-06 budget execution plan. **The task force recommended major changes resulting in significant modification of the ISS program.**

Sean O'Keefe, NASA's Administrator (and former SECNAV), appointed Roger in 2002 and 2004 to two year terms, respectively, on NASA's Advisory Committee (NAC). After the Space Shuttle Columbia was lost in February, 2003, NASA immediately formed the Columbia Accident Investigation Board (CAIB) with **Roger as its first non-government member**. Roger and four other members were tasked to **determine the accident's technical cause**. He was specifically **assigned oversight of collection and analysis of the more than 60,000 shuttle pieces** found in the debris field from California to Louisiana. Each piece, was sent to Kennedy Space Center's Shuttle hanger, placed appropriately on the floor where actual size Shuttle components were marked, and **selectively examined by Roger's team** via x-ray, scanning electron microscopes, metallurgical analysis, etc.. The CAIB worked rigorously for more than 5 months. Roger handled many technical briefing to the media and **ultimately identified foam separating from Columbia's external tank** and then striking the carbon leading edge of the wing, as the cause of Columbia's fatal hole in its wing.

In mid-2004, after purchasing replacement gyroscopes, batteries, upgraded cameras, and analysis equipment, because no astronaut safe haven such as ISS existed, NASA decided to de-orbit the Hubble Telescope (Hubble) and cancelled its scheduled 2006 final repair trip to the Hubble. NASA expected the Webb telescope, under construction, to soon replace Hubble. Congress, in-turn, asked the National Research Council, Space Studies Board to review the decision and offer alternative suggestions. Roger was **a key member of the Committee on Assessment of Options for Extending the Life of the Hubble**, formed in 2004. **He and the Committee Chairman were chosen to brief NASA management on their conclusions that recommended reinstating a shuttle repair mission to Hubble because a manned mission had a very high chance for success, and the potential Hubble science was worth the risk.** Also, the Webb telescope would not be ready when planned and the lack of safe haven could be managed if NASA placed another Shuttle on the launch pad ready for immediate launch to rescue stranded astronauts if an accident occurred. (Of note, in 2011 Congress is now considering cancelling the Webb telescope for being grossly late and significantly over budget.) **All recommendations were accepted, and the Atlantis crew successfully completed the repair and enhancement mission to Hubble in May 2009.** For his many efforts on behalf of NASA and the Nation, **Roger was awarded the NASA Distinguished Public Service Medal in 2005.**

Roger's experience in handling McDermott's ethical infractions and commitment to ethical behavior led him to speak publicly in various forums, including Tulane University, USNA, and a meeting of 300-500 Corporate Ethics Officers as the keynote speaker. Subsequently, **Roger and his wife Linda**, an industrial psychology PhD, **entered into a \$1.75 million grant to endow the chair for the Director of the Naval Academy Ethics Center.** Also, he has served on the Board of Directors of the Naval Academy Foundation for the past eight years and has been an active participant of the Joint Alumni/Foundation Finance and Audit Committee. His many additional community, commercial boards, and philanthropic endeavors are found in his attached resume.

ROGER E. TETRAULT
FORMER CHAIRMAN OF THE BOARD AND CEO
McDERMOTT INTERNATIONAL, INC.

Roger E. Tetrault was appointed Vice Chairman and Chief Executive Officer of McDermott International, Inc. on March 1, 1997. He became Chairman on June 1, 1997 and retired in August 2000 after 24 years of service with McDermott.

Mr. Tetrault left McDermott and its major subsidiary, Babcock and Wilcox, in 1990 to join General Dynamics as Corporate Vice President and President of its Electric Boat Division.

At Babcock and Wilcox, he had been the Vice President and Group Executive of the Government Group where he was responsible for the diversified government business segment that included nuclear reactors, pressure vessels, steam generators, and pressurizers for nuclear submarines and aircraft carriers. The Group also included ammunition and missile components, specialty pipe fabrication, Advance Solid Rocket Motor bodies for the space shuttle, and other diverse weapon systems. Additionally, he was responsible for Babcock and Wilcox operations at a number of Department of Energy sites, both as a prime contractor and as a subcontractor.

At the General Dynamics Electric Boat Division, he was responsible for the construction and overhaul of nuclear powered submarines of the 688, Trident, and Sea Wolf classes.

He became the President of General Dynamics Land Systems and a Senior Vice President of General Dynamics in 1993. At Land Systems, he was responsible for the production of the M1A2 Abrams main battle tank and other armored vehicle programs such as the U.S. Army FOX Program and the U.S. Marine Corps Advanced Amphibious Assault Vehicle. He was also responsible for the production of the U.S. Army's Single Channel Ground and Airborne Radio System.

Upon his departure from General Dynamics and return to McDermott in 1997, the U.S. Army Armor Association honored him for his contributions to the U.S. Army by induction into the Order of St. George.

As CEO of McDermott International, he was responsible for a leading worldwide energy services company. In addition to the government operations, which he previously led, the company and its subsidiaries manufactured steam-generating equipment and environmental equipment for the worldwide electric power industry. They also provided engineering and construction services for industrial, utility, and hydrocarbon processing facilities. And, through its ownership of J. Ray McDermott, S.A., McDermott International is one of the world's leaders in the construction of offshore platforms and the laying of pipelines for the oil and gas industries.

In January 1998, he was named by Heidrick & Struggles as one of the nation's top 10 CEOs based on return to shareholders within the S&P 500. He was also inducted into the Lynchburg College, Business and Economics School, Hall of Fame in 1998.

He participated in a review of the Naval Sea "Systems Command" in 2000 that led to a substantial reorganization and reduction in force in this major Navy Command.

In 2001, he was appointed to the National Aeronautics and Space Administration (NASA) committee tasked with reviewing the future of the International Space Station. The NASA Administrator also appointed him to a 2-year term on the NASA Advisory Committee (NAC) in 2002 and reappointed him in 2004. In February 2003, he was appointed as a Board Member to the Columbia Accident Investigation Board (CAIB). The CAIB was charged with finding the causes for the loss of the Space Shuttle "Columbia" on flight STS-107. Mister Tetrault also participated in a study for the National Academy of Sciences on "Options for Saving the Hubble Telescope." He was awarded the NASA Distinguished Public Service Medal in 2005.

Born September 3, 1941, in Hartford, CT, Mr. Tetrault earned a Bachelor of Science degree from the U.S. Naval Academy in 1963 and MBA from Lynchburg College, Virginia, in 1976. He left active service in the Navy in 1970. He retired as a Captain in the Naval Reserve in 1985. He served two tours of duty in Vietnam and was a qualified Surface Warfare Officer as well as a Naval Aviator.

In Virginia, Mr. Tetrault served on the Lynchburg Industrial Development Authority, the Lynchburg College Board of Advisors, the Central Virginia Community College Foundation, The Boards of Junior Achievement and the Salvation Army. He was also president of the Lynchburg Health Care Coalition for many years (containing the 2 local hospitals, the local AMA chapter and 23 local businesses). In Connecticut he was on the CT Business and Industrial Development Board, the Board of Directors of the Naval Submarine League, and the Shipbuilders Council of America. In Louisiana he was a board member of the Business Roundtable, the Manufacturers Alliance as well as a member of the National Petroleum Council, a key advisory body to the Secretary of Energy. He was also on the Board of the Red Cross of New Orleans.

Commercially, he was on the Board of the IPSCO Steel Company of Regina, Canada; Marine Mechanical, Inc. of Cleveland; and a board member of Handy & Harman Corp. of New York City. He is currently a Director of the U. S. Naval Academy Foundation and member of the Joint Alumni/Foundation Finance and Audit Committee.

The Tetrault's philanthropy includes an endowment fund created in 1999 through the Elks Club in Huntington, NY for four year partial scholarships to students attending a 4 year college or university. To date, well over 50 students who grew up in the local area have received funding. They have also build classrooms and endowed a graduate scholarship at Lynchburg College, in Lynchburg VA. Over the years, they have specifically targeted contributions (over \$300,000) toward the building and operation of many Military Museums and Museum ships throughout the United States. . Through his "Tetrault Family Foundation" he is currently building a 27 acre waterfront Botanical and Sculpture Garden in Punta Gorda, Florida which will be donated to the local community as a Public Garden.



DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON, DC 20319-5066

REPLY TO
ATTENTION OF:

NDU-INSEL

8 October 2011

Chairman, Distinguished Graduate Award Selection Committee
U.S. Naval Academy Alumni Association
ATTN: DGA Nominations
247 King George Street
Annapolis, MD 21402-5068

Dear Mr. Chairman,

It is with great pleasure that I write to support the nomination of Roger Tetrault (Class of 1963) as a Distinguished Graduate of the Naval Academy.

I met Roger in 1998, soon after I became the founding Director of the Center for the Study of Professional Military Ethics, now known as the Vice Admiral James B. Stockdale Center for Ethical Leadership. Roger had made a generous contribution to the Naval Academy Foundation to support the new position of Center Director. Without Roger's support in 1998, the Center would not have been launched as early as it was. The Center was a key part of Admiral Charles Larson's vision and plans for renewed emphasis on ethics at the Academy. Roger's vision for ethics education meshed perfectly with Admiral Larson's.

Roger actively and enthusiastically supported the mission of the Center: to be an ethics resource for the Naval Academy, the Navy and Marine Corps, and the nation. His advice and counsel to me were especially helpful as I developed and built the Center, under the leadership of VADM John Ryan, who was Superintendent my first four years at the Center. Roger never tried to do my job. He always said he trusted the Superintendent to hire the right Director, and he trusted the Superintendent and the Director to build the Center into the resource it should be and indeed came to be.

We invited him to be the featured speaker at one of the dinners the Superintendent hosted to honor the writers of the best ethics essays in NE203, the core ethics course for Third-Class Midshipmen. Roger's reflections that evening brought home to the entire audience how central ethics has always been to him throughout his career. He walks the walk, and does not just talk the talk---a living, stellar example of Honor, Courage, and Commitment.

Respectfully,

Albert C. Pierce

Senior Director
Institute for National Security Ethics and Leadership

Roger E. Tetrault