



Dr. Doug Webster has over 20 years of experience focused on federal financial management, risk management, strategic planning, cost management, and process improvement. Doug was most recently the Chief Financial Officer and Chief Acquisition Officer of the US Department of Education. Prior to his appointment at Education, he served as director of risk management at the U.S. Agency for International Development (USAID). In this capacity he led the program overseeing government-to-government financial risk management worldwide, as well as the agency's internal controls program.

Doug began his professional career by serving 21 years in acquisition management and flight operations in the US Air Force. Following military service, he transitioned into management consulting focused on the federal government.

In 2003, Doug reentered national service with the Department of Defense Coalition Provisional Authority in Baghdad, Iraq, as the principal finance advisor to the Iraqi Ministry of Transportation. In this role he effectively became the de facto CFO of this ministry until the transition of sovereignty back to the Iraqis was completed. In 2007, he was appointed as the CFO of the U.S. Department of Labor. In this role, Doug oversaw the achievement of an unqualified audit opinion, and his efforts were recognized by the George Mason University Mercatus Center with an award for the best Annual Performance Report (APR) out of all 24 CFO Act agencies. Moreover, the APR produced under his leadership received the highest score ever awarded by the Mercatus Center up to that point in time, a 10-year period.

In 2009, Doug joined the Department of Defense Business Transformation Agency as its deputy director. In this role he successfully led all internal operations of the agency. Of particular note, he led development of the agency's first strategic plan that directly linked agency-level strategic goals to individual performance plan measures.

In 2008, Doug led the initiative to establish the Annual Federal Enterprise Risk Management Summit, which has been held every year since. He was also the leading founder of the Association for Federal Enterprise Risk Management (AFERM) in 2011 and served as its first president. In 2016, he was inducted into the AFERM Hall of Fame, recognized for his contributions to enterprise risk management over his professional career. In 2017, Webster was selected by the Association for Government Accountants for the worldwide International Achievement Award. He has also served on the U.S. Technical Advisory Group for the international risk management standard, ISO 31000.

As an adjunct professor at several universities, Doug has taught enterprise risk management, strategic planning, managerial accounting, financial management, engineering economic analysis, and business ethics. He has authored numerous journal articles and served as co-author of the books *Managing Risk and Performance: A Guide for Government Decision Makers* (2014), *Chasing Change: Building Organizational Capacity in a Turbulent Environment* (2009), and *Activity Based Costing and Performance* (1994).

Webster's certifications include Project Management Professional, Certified Government Financial Manager, Certified in the Governance of Enterprise IT, Prosci Organizational Change Management, and RIMS Certified Risk Management Professional. He is an elected fellow of the National Academy of Public Administration. Doug has a BS in engineering, MS in systems management, and a Doctorate in Business Administration.