



Betsy L. Freeman

Deputy Chief information Officer for Business Process and Systems Review



Ms. Betsy Freeman serves as the Department of Defense (DOD) Deputy, Chief Information Officer for Business Process and Systems Review (DCIO (BPSR)). In this role she serves as the DOD co-lead, for conducting the Business Process and IT Systems reviews directed in 2014 by the Deputy Secretary of Defense (DEPSECDEF). In addition, she leads the permanent DoD CIO BPSR function created in 2015. In this capacity she provides management and oversight for the execution of the Information Technology element of the PSA reviews and engages with leadership across the Department to identify opportunities to increase mission effectiveness, and ensure security, all while identifying opportunities to save limited financial resources.

Ms. Freeman brings more than 30 years' experience to her role, including a unique mix of active duty military, large commercial industry and federal civil service. Prior to her DoD CIO assignment, Ms. Freeman served in the Immediate Office of the Secretary of Defense. There she was a member of the Defense Efficiencies Task Force (ETF) created under Secretary of Defense (SECDEF) Robert Gates where she acted as the strategic communications and media relations advisor to ETF leadership, liaison officers, and legal counsel. Ms. Freeman is credited with enabling the DOD's ETF to speak with a single-voice to key stakeholder communities, which included Congressional Oversight Committees, the White House and the news media concerning the evaluation and analysis of over 200 recommendations totaling more than \$54 Billion in savings. As a follow-on to Ms. Freeman's work with the ETF, she was selected to develop consolidation and implementation plans for several principle staff elements of the Office of the Secretary of Defense (OSD).

Remaining in the Office of the Secretary, under Secretary of Defense Leon Panetta, she was appointed as the Director of Operations for the SECDEF's Budget Outreach Group supporting the DoD's response to the Congressional Joint Select Committee on Deficit Reduction (created by the Budget Control Act of 2011) which was established in order to prevent a debt-ceiling crisis and a larger sequestration impact.

Ms. Freeman's industry experience is highlighted by her tenure at PricewaterhouseCoopers, where she held concurrent positions at the Firm's New York Headquarters as the Americas Utility Industry Practice, Chief of Operations, and the Senior Director, for Marketing and Business Development. As the Chairman's Chief of Operations, she streamlined the organizational construct of the Americas practice and implemented infrastructure shared service strategies in order to reduce costs. In her marketing and business development role she developed and implemented global communication and business development strategies; provided portfolio brand management and oversight for the advertising, and media relations programs. She also acted as an operations and business development advisor to the global Utility Industry Chairman, headquartered in London, England. She is noted for development of a ground-breaking strategic engagement methodology that enabled new business opportunities across the existing client base, resulting in a multi-million dollar revenue increase.

Finally, as a United States Air Force active duty officer, Ms. Freeman's final assignment was at the Pentagon during Operations Desert Shield and Desert Storm. During this assignment she served as the Media Relations Strategist and Public Affairs Advisor to USAF Deputy, Chief of Staff for Operations (AF/XO) and the Air Force General Counsel (AF/GC).