

FAA Administrators



Elwood R. "Pete" Quesada: First Federal Aviation Agency Administrator (November 1, 1958 - January 20, 1961), appointed by President Dwight D. Eisenhower

Deputy Administrator James T. Pyle became acting administrator after Quesada's tenure

Elwood R. "Pete" Quesada, born in 1904 in Washington, DC, joined the Army in 1924. He received his pilot's wings, and returned to civilian life before reentering active duty in 1927. He served on the crew of the Army C-2 Question Mark, which broke world endurance marks in January 1929 by remaining in the air for more than 150 hours. During World War II, Quesada flew combat missions and lead the 12th Fighter Command, the 9th Fighter Command, and the 9th Tactical Air Command. His assignments after the war included: Commanding General, Tactical Air Command; chairman of the Joint Technical Planning Committee of the Joint Chiefs of Staff; and Commanding General of Joint Task Force Three. He earned a number of awards, including the Distinguished Service Medal and the Distinguished Flying Cross.

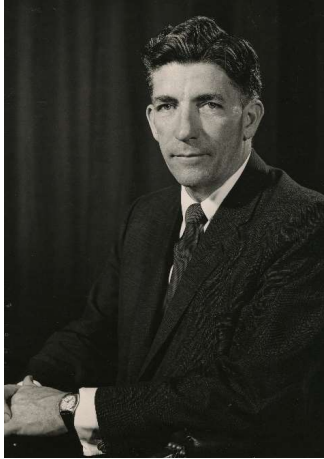
After retiring from the Air Force in 1951, with the rank of Lieutenant General, Quesada held a variety of positions in private industry before returning to government as special assistant for aviation matters under President Dwight D. Eisenhower and chairman of the Airways Modernization Board. There, he organized the Federal Aviation Agency. The new FAA began operations on November 1, 1958, and Quesada served as its first administrator until January 20, 1961.

In his new position, Quesada worked quickly to organize the FAA. Agency Order 1 established the FAA's basic organizational structure. He also mounted a vigorous campaign to improve aviation safety. In one of his more controversial moves, Quesada instituted the FAA's age 60 rule, which barred individuals who had reached their 60th birthday from serving as pilots on aircraft engaged in certified route air carrier operations or on large aircraft engaged in supplemental air carrier operations. He required pilots operating under instrument flight rules to report malfunctions of their navigation or communications equipment, and began a program to equip all turbine-powered aircraft with distance measuring equipment.

Quesada also worked to modernize the air traffic control system, commissioning the first UNIVAC file computers for air traffic control use. He adopted the ASDE radar system to provide air traffic controllers with information on the position of aircraft and other vehicles on

the ground. He also put in place the first of a series of regulations designed to minimize aircraft noise at major airports.

After leaving the FAA, Quesada became a co-owner of the Washington Senators expansion baseball team and chairman and CEO of L'Enfant Plaza Properties in Washington.



Najeeb E. Halaby: Second Federal Aviation Agency Administrator (March 3, 1961 - July 1, 1965), appointed by President John F. Kennedy

Najeeb E. Halaby, born in Dallas, Texas, in 1915, received a B.A. from Stanford University in 1937 and a law degree from Yale in 1940. His aviation career began in 1933 when he received his student pilot certificate. Early in World War II, he served as a test pilot for the Lockheed Aircraft Corporation. After becoming a naval aviator in 1943, he served at the Naval Air Test Center, Patuxent, Maryland. After the war, he held a number of federal government positions, including: foreign affairs adviser to the Secretary of Defense; special assistant to the Administrator of the Economic Cooperation Administration; Deputy Assistant Secretary of Defense for International Security Affairs; and vice chairman of the Aviation Facilities Study Group. In 1953, the Junior Chamber of Commerce selected Halaby as the "outstanding young man in Federal Service." In private business, he practiced law with a Los Angeles firm in 1940-1942. After World War II, he served as: an associate of Laurence Rockefeller; executive vice president and director of Servomechanisms, Inc.; president of American Technological Corporation, a technical ventures corporation; secretary-treasurer of Aerospace Corporation, a firm that was principal adviser to the Air Force missile and space program; and director of his own law firm in Los Angeles.

In the late 1950s, Halaby campaigned for John F. Kennedy, who appointed him head of the Federal Aviation Agency in March 1961. During his four years with the FAA, he oversaw the modernization of the American air traffic control system, including the commissioning of the first Doppler VOR system. He introduced security measures at airports to prevent skyjacking, and desegregated all American air terminals. In addition, he decentralized the agency's operational responsibilities, broadened the authority of regional executives, and oversaw the completion of the FAA's new headquarters building in Washington, DC. Halaby also established the agency's research program to develop a commercial supersonic transport aircraft. Halaby left the agency in July 1965.

He then joined Pan Am as a senior vice-president that same year, becoming the chairman in 1970. After leaving Pan Am in 1973, Halaby went to Jordan, where he met with King Hussein

and helped to create an Arab Air Academy. After his retirement, Halaby served on various public and charitable institutions and he continued flying into his eighties.



General William F. McKee: Third Federal Aviation Agency/Administration Administrator (July 1, 1965 - July 31, 1969), appointed by President Lyndon B. Johnson

Deputy Administrator David D. Thomas became acting administrator after McKee's tenure

General William F. McKee (USAF, Ret.) born in Chillhowie, Virginia, in 1906, graduated from West Point in 1929. He began his career with the U.S. Army Coast Artillery Corps, but transferred in 1942 to the Army Air Forces. McKee received his first star in 1945. The following year, he was appointed Chief of Staff of the Air Transport Command. In 1947, when the Air Force became a separate service, McKee became Assistant Vice Chief of Staff, Air Force, a position held for six years. He was serving as Commander of the Air Force Logistics Command when selected for the Vice Chief of Staff post, the second highest military position in the Air Force. At the time he received his fourth star, he was the only Air Force officer to have attained that rank without holding an aeronautical rating. Upon his retirement from the military in 1964, he joined the National Aeronautics and Space Administration as Assistant Administrator for Management Development.

President Johnson announced he had selected McKee for FAA Administrator on April 27, 1965, but did not submit his name for Senate confirmation until Congress passed special legislation exempting the general from a provision of the Federal Aviation Act that required the administrator to be a civilian. The legislation cleared Congress on June 22, after prolonged debate. Johnson formally nominated McKee on June 23, and the Senate confirmed him on June 30.

The selection of McKee to head the FAA was linked to the need for an experienced executive to oversee the development of the U.S. supersonic transport. In addition to overseeing that project, McKee strengthened crew and cabin safety regulations, expanded the FAA's international program, and oversaw the agency move from the independent Federal Aviation Agency to the Federal Aviation Administration, one of the modal organizations under the new Department of Transportation. In addition he increased industry participation in the certification of aeronautical products, and approved the first jet operations at Washington National Airport. McKee left the FAA in July 1968. He then served as president of the consulting firm Schriever-McKee Associates (later Schriever & McKee, Inc.) in Arlington, Virginia.)



John H. Shaffer: Fourth Federal Aviation Administration Administrator (March 4, 1969 - March 14, 1973), appointed by President Richard M. Nixon

John H. Shaffer, born in Everett, Pennsylvania in 1919, earned his wings while attending the U.S. Military Academy at West Point. Graduating in January 1943, at the height of World War II, he went on to fly 46 combat missions as a B-26 pilot with the 9th Air Forces in Europe. In 1946, while still in uniform, he earned an M.S. degree from Columbia University. This was followed by successive assignments as a production project officer of the

Army Air Forces B-50 program (1946-48) and weapons system program manager of the Air Force's B-47 program (1948-54). In January 1954, he resigned his Air Force commission with the rank of lieutenant colonel to become general production manager and assistant plant manager of the Ford Motor Company's Mercury assembly plant in Metuchen, New Jersey. Three years later, he joined TRW, Inc., an aerospace company.

Shaffer served as FAA administrator from March 1969 to March 1973. During his tenure, he played a key role in the enactment of the Airport and Airway Development Act of 1970, which created the airport and airway trust fund. He was at the forefront of many innovative efforts to make the national aviation system safer and more efficient, such as developing environmental quality policies and programs. He also worked to ease congestion and delays at the nation's major airports, expanded airway capacity, and strengthened anti hijacking rules and procedures as part of an enhanced aviation security program. In addition, he dedicated the FAA's first IBM 9020 computer and its associated software programs as part of the National Airspace System En Route Stage A program to create a new semi-automated air traffic control system. He also established the central flow control facility at FAA Headquarters and the FAA's Office of Civil Rights,

After leaving the FAA, Shaffer remained active in aviation as a consultant and served as a board member of several companies. In particular, he was involved in the ongoing debate over both the inclusion of the microwave landing system in civil aviation and whether the construction contract for such devices should be awarded to American, British, or German companies.



Alexander P. Butterfield: Fifth Federal Aviation Administration Administrator (March 14, 1973 - March 31, 1975), appointed by President Richard M. Nixon

Deputy Administrator James E. Dow became acting administrator after Butterfield's tenure

Alexander P. Butterfield, born in Florida in 1926, received his B.S. from the University of Maryland, an M.S. in international affairs from George Washington University, and graduated from the National War College. During 20 years with the Air Force, Butterfield flew as a command pilot and member of a jet aerobatic team. His decorations included the Legion of Merit and Distinguished Flying Cross. He commanded the USAF's low and medium level air reconnaissance operations in Southeast Asia. He was serving as the senior U.S. military representative to Australia when he retired from the Air Force in 1969 to become a deputy assistant to President Richard Nixon.

Nixon nominated Butterfield as the FAA's fifth administrator in early 1973. However, there was a holdup in the Senate confirmation process because of a statute in the U.S. code which prohibited the FAA administrator from having a military affiliation. When congressional exemption from the statute appeared unlikely, Butterfield resigned his Air Force commission. (Former FAA administrators Pete Quesada and William McKee had also resigned their commissions, but Congress reinstated their military retirement after their tenure as FAA administrator.) In March 1973, the Senate confirmed Butterfield as administrator. Four months later, the Senate Select Committee on Presidential Campaign Activities called him to testify about a suspected White House taping system. At the hearing, Butterfield disclosed the taping system, information that ultimately led to Nixon's resignation.

After his testimony, Butterfield's political career became irreparably tarnished among many Republicans. Although he continued as FAA Administrator for the next eight months, he felt ostracized by the Ford administration. As a result, he found it hard to promote the work of the FAA. Furthermore, difficulty with Secretary of Transportation Claude Brinegar over control of aviation safety matters made it increasingly difficult for Butterfield to accomplish much FAA business. Despite such problems, Butterfield's accomplishments as administrator included: signing the first contract with the Professional Air Traffic Controllers Organization; working with the Soviet Union to expand direct airline flights between the two countries; issuing the first National Airport System Plan; passing noise regulations; instituting more stringent anti hijacking measures; and enforcing tougher new rules covering the training, testing, and certification of pilots.

After leaving the FAA in March 1975, Butterfield became president and COO of International Air Service Company, chairman of GMA Corporation and Global Network, Inc., and chairman and executive officer of Armistead and Alexander. He retired in 1995, and later served as a consultant in the making of three movies: Nixon; Memphis Rising: Elvis Returns; and Watergate.



John L. McLucas: Sixth Federal Aviation Administration Administrator (November 24, 1975 - April 1, 1977), appointed by President Gerald R. Ford

Quentin S. Taylor, a FAA executive nominated for Deputy Administrator, became acting administrator after McLucas's tenure

John L. McLucas, born in Fayetteville, North Carolina, in 1920, held degrees from Davidson College and Tulane University. After serving as a Navy radar officer during World War II, he earned a doctorate in physics with a minor in electrical engineering at Pennsylvania State University in 1950. McLucas authored numerous scientific articles and held 10 patents. He became vice president and later president of a private electronics firm, and then joined the Defense Department in 1962 as Deputy Director of Defense Research and Engineering. Two years later, he became Assistant Secretary General for Scientific Affairs at NATO headquarters. In 1966, McLucas became president and chief executive officer of the MITRE Corporation.

President Richard Nixon nominated McLucas to be the undersecretary of the Air Force in 1969. Between 1969 and 1973, he also served as director of the National Reconnaissance Office. He became secretary of the Air Force in 1973 and served until 1975. At the request of President Gerald Ford, he became FAA administrator in November 1975, a post he held until April 1977.

During his time in office, McLucas increased aviation security regulations in response to new threats. He witnessed the first supersonic transport operations at Dulles International Airport when the Concorde began flying into the Washington, DC area. He enhanced air traffic safety by implementing a conflict alert system at all en route centers, commissioned the first minimum safe altitude warning system, and accepted the first prototype microwave landing system for testing. In addition, during his tenure, the FAA published a rule establishing three stages of aircraft noise levels and compliance dates for airlines to meet those levels. He also worked with the Civil Service Commission and the Professional Air Traffic Controllers Organization to upgrade controller general service (GS) grades at many air traffic facilities.

Upon leaving the FAA, McLucas returned to the private sector as president of Comstat General, a subsidiary of the Communications Satellite Corporation. He later became Communications Satellite Corporation's chief strategic officer in 1983 and retired in 1985. He also served on a number of FAA committees and wrote two books, *Space Commerce* and *Reflections of a Technocrat*.



Langhorne M. Bond: Seventh Federal Aviation Administration Administrator (May 4, 1977 - January 20, 1981), appointed by President Jimmy Carter

Associate Administrator for Administration Charles E. Weithoner became acting administrator after Bond's tenure

Langhorne M. Bond, born in Shanghai, China, in 1937, earned an A.B. (1959) and law degree (1963) at the University of Virginia. He went on to study at the Institute of Air and Space Law at McGill University, the London School of Economics, and Oxford University. Bond was a member of the task force that developed the legislation establishing the U.S. Department of Transportation, and then served one-year stints as special assistant to the first DOT Secretary, Alan S. Boyd, and as Assistant Administrator for Public Affairs in DOT's Urban Mass Transportation Administration. He left federal service in 1969 to become Executive Director of the National Transportation Center, a nonprofit research organization in Pittsburgh that managed bus technology projects for transit authorities. In March 1973, he became Secretary of Transportation for the State of Illinois.

Bond served as FAA administrator from May 4, 1977, until January 20, 1981. During his tenure, the FAA upgraded or installed a number of new air traffic control systems, such as the automated radar terminal system (ARTS) IIIA, ARTS-II, the low level wind shear alert system, and the air route surveillance (ARSR) 3. In addition, National Weather Service meteorologists began working at 13 of the FAA's Air Route Traffic Control Centers. Faced with intermittent slowdowns by the air traffic controllers' union, Administrator Bond predicted almost a year in advance that the Professional Air Traffic Controllers Organization would strike, and in 1980 developed a contingency plan to keep air traffic moving should the strike occur. To emphasize the government's determination to break the strike, Bond published his strike contingency plan in the *Federal Register*.

When President Carter signed the Airline Deregulation Act of 1978, the FAA workload increased exponentially. The FAA promulgated a comprehensive revision of Federal Aviation Regulations Part 135, governing air taxi and commuter airline operations. In addition, Bond signed a new aviation agreement, Bermuda II, with the United Kingdom and a new international aviation agreement based on the principle of free competition with the Netherlands.



J. Lynn Helms: Eighth Federal Aviation Administration Administrator (April 22, 1981 - January 31, 1984), appointed by President Ronald Reagan

Deputy Administrator Michael J. Fenello became acting administrator after Helm's tenure

J. Lynn Helms, born in 1925 in DeQueen, Arkansas, attended the University of Oklahoma. He received flight training as part of the U.S. Navy's V-5 program during World War II, then entered the Marine Corps to serve as both a test pilot and instructor pilot. After leaving the Marine Corps with the rank of Lt. Colonel in 1956, he went to work as a design engineer for North American Aviation. In 1963, he joined the Bendix Corp., eventually becoming vice president, and then accepted the presidency of the Norden Division of United Aircraft in 1970. He joined Piper Aircraft Corp. in 1974, serving as president, chairman, and chief executive officer before retiring from the company in 1980.

Helms came out of retirement to serve as FAA administrator under President Ronald Reagan from April 22, 1981 to January 31, 1984. A strike by the Professional Air Traffic Controllers Organization in August 1981, the subsequent firing of more than 11,000 controllers, and the rebuilding of the air traffic control system dominated his time in office. Helms released the agency's first comprehensive blueprint for modernizing the nation's air traffic control system in 1982. The National Airspace System Plan (NAS Plan or Brown Book) outlined a 20-year program that included plans for upgrading computer systems and radar systems, consolidating facilities, and improving weather services. He helped push through Congress a \$10 billion plan to fund his modernization program. As part of that program, the FAA began a demonstration of the new automated weather observing system, commissioned the first of a new generation of very high frequency omnidirectional radio range navigation aids, and awarded preproduction contracts for models of the next generation weather radar. The agency also awarded a contract for solid-state airport surveillance radars, designated ASR-9, to replace vacuum-tube radars at U.S. airports.

In other actions, Helms designated four aircraft certification directorates to strengthen and streamline the certification process. The directorates were managed by the directors of the following regions: Central (for aircraft under 12,500 lbs.); Northwest Mountain (for transport aircraft); Southwest (for rotorcraft); and New England (for engines and propellers). He enacted Federal Aviation Regulation Part 108, a new rule on airline security. The regulation levied airline security requirements according to the perceived threat facing different types of operations and sizes of aircraft, and established security safeguards appropriate to the various types of

commercial passenger operations. Helms also instituted new noise and emissions policies in response to public concerns. He participated in international talks after the Soviet military shot down Korean Air Lines Flight 007 over the Sea of Japan in 1983 when the commercial plane flew into Soviet air space.



Vice Admiral Donald D. Engen: Ninth Federal Aviation Administration Administrator (April 10, 1984 - July 2, 1987), appointed by President Ronald Reagan

Director of the New England Region, Robert Whittington became acting administrator after Engen's tenure

Vice Admiral Donald D. Engen (USN, Ret.), born in 1924 in Pomona, California, held a B.A. from George Washington University, and graduated with distinction from the Naval War College. He began flying with the Navy during World War II and participated in the air and sea battles that accompanied the recapture of the Philippines and attacks on Iwo Jima, Okinawa, and other Pacific Islands. His 29 wartime decorations included the Navy Cross, the Navy's highest award for valor. After a brief return to civilian status following the war, Engen rejoined the Navy in 1946. He flew combat missions in the Korean War, became an engineering test pilot, and served in positions that included command of an aircraft carrier. He was Deputy Commander-in-Chief of the U.S. Atlantic Command and U.S. Atlantic Fleet at the time of his retirement from the Navy in 1978. Engen was the General Manager of the Piper Aircraft Corporation plant in Lakeland, Florida from 1978-1980, and then became a Senior Associate with Kentron, a consulting firm in Alexandria, Virginia. He was appointed a member of the National Transportation Safety Board in June 1982, and remained in that position until joining the FAA.

Engen served as FAA administrator from April 10, 1984 through July 2, 1987 under President Ronald Reagan. As administrator, he worked to improve cabin safety. During his tenure, the FAA published two rules to increase the survival chances of airline passengers encountering fire and smoke. One rule called for the installation of seat cushions possessing an outer layer of highly fire-resistant material, within three years. The second rule required emergency escape-path marking at or near floor level that would provide evacuation guidance. The agency also required that each lavatory be equipped with a smoke detector, or equivalent, and increased the number of hand fire extinguishers required in the cabins of aircraft with more than 60 seats. Another regulation required airline operators to equip all large passenger aircraft with protective breathing equipment (PBE) for flight attendants to use in fighting in-flight fires. In the international arena, Engen signed an agreement with his Chinese counterpart to foster closer cooperation between the U.S. and China in aviation matters. Direct airline service between

the United States and the Soviet Union resumed after an interruption of more than four years. The Comprehensive Anti-Apartheid Act of 1986 ended air service between the U.S. and South Africa.

From 1987 to 1992, Engen served as president and CEO of the Air Safety Foundation of the Aircraft Owners and Pilots Association. He subsequently held the Dewitt Ramsey Chair for Naval Aviation History at the Smithsonian's National Air & Space Museum. From July 1996 until his death in July 1999, he was director of the museum.



T. Allan McArtor: Tenth Federal Aviation Administration Administrator (July 22, 1987 - February 17, 1989), appointed by President Ronald Reagan

Executive Director for Policy, Plans, and Resource Management Robert Whittington became acting administrator after McArtor's tenure

T. Allan McArtor, born in 1942 in St. Louis, Missouri, received a B.S.E. from the U.S. Air Force Academy in 1964 and a M.S.E. in engineering mechanics from Arizona State University in 1971. He logged 200 combat missions as a fighter pilot in Vietnam and won the Silver Star and Distinguished Flying Cross. McArtor flew with the Air Force Thunderbirds precision flying team from 1972 to 1974. He joined the Federal Express Corporation in 1979, and was senior vice president for telecommunications at the time of his selection to head the FAA. He had also chaired the Department of Transportation Commercial Space Transportation Advisory Committee from June 1986 to June 1987.

McArtor served as FAA administrator from July 22, 1987 to February 17, 1989. Shortly after taking the oath of office, McArtor described his plan to restore public confidence in the aviation system through a set of initiatives later dubbed Impact 88. As part of that program, the FAA began a special inspection of the U.S. aircraft manufacturing industry to ensure that the companies were following proper procedures and had updated their techniques to keep up with technology. During his tenure, the FAA also held the first of a series of international conferences on the problems of aging airliners. The conference led to the establishment of a government-industry task force on the issue, and to FAA actions that included: increased research and development in the aging aircraft field and rulemaking projects aimed at improving the safety of high-service airliners.

In addition, the FAA issued a major revision of its airport certification regulations for airports served by air carriers with aircraft having a seating capacity of more than 30 passengers. The agency placed a two-year ban on smoking on all domestic scheduled airline flights of two hours

or less, and required a positive baggage/passenger match on all international flights by U.S. airlines. The agency also completed its phased ban on all large transport and turbojet aircraft at the Stage 1 noise level, with the exception of non-revenue flights permitted under certain circumstances through the end of 1989.

After leaving the FAA, McArtor returned to the Federal Express Corporation. He founded and served as the chairman and chief executive officer of Legend Airlines, a regional carrier based at Dallas Love Field in Texas. In 2001, he became Chairman of Airbus Americas, Inc. In March 2014 he became Chairman and CEO of Airbus Group, Inc.



Admiral James B. Busey IV: Eleventh Federal Aviation Administration Administrator (June 30, 1989 - December 4, 1991), appointed by President George H.W. Bush

Deputy Administrator Barry L. Harris became acting administrator after Busey's tenure

Admiral James B. Busey (USN, Ret.), born in 1932 in Peoria, Illinois, attended the University of Illinois in Urbana, and received a B.S. and master's degree in management from the Navy Postgraduate School. During a 37-year career with the Navy, Busey rose from the enlisted ranks to become a full admiral. An experienced pilot and a winner of the Navy Cross for combat action in Vietnam, he served as commander of the Naval Aviation System Command. Busey's other positions included Vice Chief of Naval Operations, Auditor General of the Navy, and Deputy Chief of Naval Materiel, Resource Management. Prior to becoming FAA Administrator, he served for two years as Commander-in-Chief of U.S. Naval Forces in Europe and Commander-in-Chief of Allied Forces in Southern Europe, a NATO command.

After retiring from the Navy, President George H.W. Bush appointed him administrator of the Federal Aviation Administration, a position he held from June 30, 1989 to December 4, 1991. Enactment of Public Law 101-47 exempted him from the legal provision barring active or retired military officers from becoming FAA Administrator. During his administration, Busey released the FAA's first strategic plan, as part of the Secretary's National Transportation Policy. The plan addressed six issue areas as well as aviation in the 21st Century. He also issued the agency's first annual Capital Investment Plan. To ensure a cadre of trained controllers, he created the Collegiate Training Initiative (CTI) with colleges and universities. Graduates of CTI programs became eligible to apply to the FAA for employment as developmental controllers without having to attend the FAA Academy.

To bolster aviation security, Busey created the new position of Assistant Administrator for Civil Aviation Security, assigned the first permanent civil aviation security liaison officer overseas, and inaugurated the federal security manager program. He announced a plan to reduce runway incursions through a number of actions that included tests of advances in runway marking, lighting, and signs. His safety initiatives included three airworthiness directives requiring extensive structural modifications to older Boeing 727s, 737s, and 747s – the first in a series of directives dealing with older airliners. Busey urged all airlines to establish a safety self-audit program. He promised that the FAA would not penalize airlines for inadvertent violations uncovered by the audits, if the airline promptly corrected the problem and reported it to the agency. In addition, the FAA issued a rule under which the agency could authorize airports to impose passenger facility charges to finance airport-related projects.



General Thomas C. Richards: Twelfth Federal Aviation Administration Administrator (June 27, 1992 - January 20, 1993), appointed by President George H.W. Bush Deputy Administrator Barry L. Harris became acting administrator after Richards's tenure

General Thomas C. Richards (USAF, Ret.), born in 1930 in San Diego, California, received a B.S. from Virginia Polytechnic Institute in 1956, an M.A. from Shippensburg State College in 1973, and was also a graduate of the U.S. Army War College. Richards' military career began with the Army infantry in 1948 and included combat service in the Korean War. He received a commission as a distinguished graduate of the Air Force Reserve Officer Training Corps program at Virginia Polytechnic Institute in 1956. He earned his pilot's wings in 1957. During his Air Force career, he flew more than 600 combat missions as a forward air controller in Vietnam. His assignments included: commandant of cadets at the Air Force Academy; vice commander, 8th Air Force, Strategic Air Command; commander of the Air University; and deputy commander in chief, U.S. European Command. Upon retiring from the military in 1989, he became a corporate consultant and served on the President's Commission on Aviation Security and Terrorism.

Richards became the FAA's twelfth administrator on June 27, 1992. He resigned from office on January 20, 1993 with the change in presidential administrations. During his tenure, he oversaw the rebuilding and/or replacement of FAA facilities and equipment after Hurricane Andrew devastated south Florida, Typhoon Omar struck Guam, and Hurricane Iniki hit parts of Hawaii.

During his tenure, FAA inspectors completed the first evaluations under the Aircraft Certification Systems Evaluation Program (ACSEP). The program used standardized evaluation

techniques to ensure the continued integrity of manufacturers' design data and production activities subsequent to their initial approval. The FAA published a final rule requiring airlines to allow the use of approved child restraint systems (CRSs) on their aircraft. At the same time, the FAA amended its Advisory Circular describing approved CRSs to exclude any that positioned the child on the lap or chest of a seated adult.

An FAA-chartered task force released its report on a Global Navigation Satellite System using the Global Positioning System (GPS) while Richards was Administrator. The report concluded that the system offered the greatest opportunity to enhance aviation efficiency and safety since the introduction of radio communications and navigation. To help begin the implementation process, the FAA released a technical standard order prescribing standards for airborne supplemental navigation equipment using GPS.



David R. Hinson: Thirteenth Federal Aviation Administration Administrator (August 10, 1993 - November 9, 1996), appointed by President William J. Clinton

After Hinson's tenure, Deputy Administrator Linda Daschle became acting administrator until her resignation from the agency on January 31, 1997; on February 1, 1997, Barry Valentine became acting administrator

David R. Hinson, a native of Oklahoma, earned a bachelor's degree from the University of Washington. He served as a naval aviator and as a pilot for Northwest Airlines. In 1961, he became a flight instructor for United Airlines. Hinson later became a captain and director of flight training for West Coast Airlines, eventually becoming director of flight standards and engineering for West Coast's successor, Air West. In 1973, he founded Hinson-Mennella, Inc., a partnership whose acquisitions included Flightcraft, Inc., the Beech aircraft distributor in the Pacific Northwest. He was one of four founders of Midway Airlines in 1978, and served as chairman and chief executive officer from 1985 until the airline ceased operations in 1991. When selected to head the FAA, Hinson was executive vice president of marketing and business development for McDonnell Douglas Aircraft.

During his tenure at the FAA, Hinson is credited with driving the implementation of global positioning system (GPS) technology for civil air navigation. He also halted further development of the microwave landing system in favor of GPS. The agency certified two types of GPS signal receivers, approved the first use of GPS for non-precision airport approaches, and approved the first "stand alone" GPS instrument approach. In addition, Hinson formally offered free use of GPS for 10 years to International Civil Aviation Organization member states, reconfirming a

previous verbal offer. On December 8, 1994, he announced the FAA's approval of GPS as a primary means of navigation for oceanic/remote operations, subject to certain conditions.

Hinson cancelled the advanced automation system program because of cost overruns and schedule delays and replaced it with the free flight program. In the safety area, he enacted the "One Level of Safety" program to raise safety standards for commuter airlines. To improve airport safety, he commissioned the agency's first airport surface detection equipment (ASDE)-3. In addition, he announced a multi-year strategy to help the general aviation industry, which was facing adverse economic conditions. The plan included a range of initiatives to lower the cost of flying, boost safety and technology, and guarantee fair and equal access to airways and airports.

After leaving the FAA, Hinson became chairman of International Aerospace Solutions, an aviation consulting firm, and served on the board of directors of the Smithsonian National Air and Space Museum in Washington, D.C.



Jane F. Garvey: Fourteenth Federal Aviation Administrator (August 4, 1997 - August 2, 2002), appointed by President William J. Clinton

Acting Deputy Administrator Monte Belger became acting administrator after Garvey's tenure

Jane F. Garvey, born in 1944 in Brooklyn, New York, earned her B.A. from Mount Saint Mary's College and her M.A. from Mount Holyoke College. From 1988 to 1991, she was commissioner of the Massachusetts Department of Public Works, and later served as aviation director of Boston's Logan International Airport. In 1993 she joined the Federal Highway Administration, serving as deputy administrator and then acting administrator. In 1997 she became the first FAA Administrator to serve a five-year term, a position she held from August 4, 1997 through August 2, 2002.

Under Garvey's leadership, the FAA worked to improve runway safety and capacity through a number of new procedures and technologies, including the deployment of precision runway monitor and the airport movement area safety system. She also initiated a number of programs to improve aircraft safety, including the Safer Skies initiative, an aviation safety agenda designed to reduce the commercial aviation accident rate by 80 percent over the next decade. The initiative included mandatory equipment and training to prevent pilots from flying mechanically fit aircraft into the ground or water. It also contained programs to encourage cabin safety. Garvey unveiled a new, data-driven air carrier inspection program called the air transport oversight system to enable FAA inspectors to spot safety trends and catch problems before they could lead to an incident or accident. FAA also proposed new measures to reduce potential ignition sources in

Boeing 747 center wing tanks and launched the aging transport non-structural systems plan, to help ensure that aircraft systems, such as those for wiring and fuel, did not fail as they grew older.

During her tenure, the FAA conducted the first large-scale test of automatic dependent surveillance — broadcast, a technology designed to enhance safety by giving pilots and air traffic controllers more information about aircraft locations. She also oversaw the agency's response and initial recovery of the air traffic control system after the September 11, 2001, attacks.



Marion Blakey: Fifteenth Federal Aviation Administrator (September 13, 2002 - September 13, 2007), appointed by President George W. Bush

After Blakey's tenure, Deputy Administrator Bobby Sturgell became acting administrator until he left the agency with the change in presidential administrations on January 20, 2009. Assistant Administrator for Regions and Centers, Ruth Leverenz, became acting deputy administrator until her retirement from the agency on January 3, 2009. Assistant Administrator for Security and Hazardous Materials, Lynne Osmus, became acting deputy administrator on January 6, 2009. Lynne Osmus became acting administrator on

January 16, 2009.

Marion Blakey, born in Gadsden, Alabama in 1948, received her bachelor's degree from Mary Washington College. She held numerous government posts in Republican administrations, including jobs with the Departments of Commerce and Education, the National Endowment for the Humanities and the White House. She was Administrator of Department of Transportation's National Highway Traffic Safety Administration from 1992-1993. During the Clinton Administration she ran her own public affairs consulting business. From September 2001 to September 2002, she served as chairman of the National Transportation Safety Board.

During her tenure as Administrator, the National Airspace System absorbed major air traffic growth, which contributed to flight delays during early implementation of the Next Generation Air Transportation System (NextGen). The FAA declared an impasse over contract negotiations and imposed work rules including partial pay caps for veteran controllers and an alternative, lower pay scale for new hires on the air traffic controller workforce, represented by the National Air Traffic Controllers Association (NATCA). The five-year labor contract in dispute was imposed on Labor Day in 2006 after Congress failed to intervene. After leaving the FAA, she became president and Chief Executive Officer of the industry trade association, Aerospace Industries Association, and subsequently joined Rolls-Royce North America Inc., as president and chief executive officer.

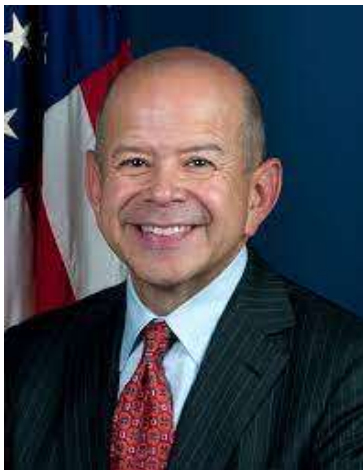


J. Randolph Babbitt: Sixteenth Federal Aviation Administrator (June 1, 2009 - December 6, 2011), appointed by President Barack Obama
Deputy Administrator Michael P. Huerta became acting administrator after Babbitt's resignation

J. Randolph Babbitt, born in 1946 in Miami, Florida, began his aviation career as a pilot, flying 25 years for Eastern Airlines. While at Eastern, he rose to represent all of that airline's pilots on ALPA's Contract Negotiating Committee, and, as one of the union's most accomplished negotiators, he chaired key bargaining activities within ALPA, including its National Collective Bargaining Committee and the union's Presidential Committee on Labor Standards. He joined ALPA's national staff in 1985 as the union's executive administrator and was elected to his first term as ALPA president in 1991. He was elected as a member of the AFLCIO Executive Council in 1995, and he has served as a vice president of the Transportation Trades Department. Prior to joining the FAA, he was a partner in the aviation consulting firm of Oliver Wyman. Babbitt resigned his FAA post on December 6, 2011.

During his tenure at FAA, Babbitt worked to improve labor-management relations at FAA. He oversaw improvements and upgrades to NextGen. For example, FAA launched Automatic Dependent Surveillance Broadcast (ADS-B) – one of the cornerstones of NextGen that uses satellites to track air traffic more precisely – in critical areas like the Gulf of Mexico, Alaska, Louisville, and Philadelphia. FAA also issued the final ADS-B rule so aircraft operators know what avionics they need to put in their aircraft in order to meet equipment requirements by 2020. Under the Recovery Act, the FAA awarded \$1.3 billion to fund 372 airport improvement projects as well as air traffic control facility and system upgrades. The grants funded projects at airports serving commercial passengers, cargo, and general aviation.

After leaving FAA, Babbitt joined Southwest Airlines as its senior vice president of labor relations.



Michael P. Huerta: Seventeenth Federal Aviation Administration Administrator (January 1, 2013 - January 6, 2017), appointed by President Barack Obama
Deputy Administrator Daniel Elwell became acting administrator after Huerta's tenure

Michael P. Huerta, born in November 1956 in Riverside, CA, is known for his management abilities and knowledge of transportation policy. Prior to his appointment as administrator, Huerta ran his own consulting firm, advising clients on transportation policy, technology, and financing. He also served as a member of President Obama's transition team for the Department of Transportation. He had been president of the

Transportation Solutions Group of Affiliated Computer Services, Inc., a technology services provider supporting transportation agencies worldwide. Huerta served in two senior positions at the Department of Transportation under President Clinton from 1993 to 1998. He holds a master's degree from the Woodrow Wilson School of Public and International Affairs at Princeton University and a bachelor's degree from the University of California at Riverside.

During his tenure, Huerta has worked to redefine the FAA's regulatory relationship with the aviation industry to achieve greater levels of safety through increased collaboration and widespread sharing of data. He also has led the agency's efforts to modernize the nation's air traffic control system through the next generation air transportation system (NextGen) program while preparing the way for the safe integration of commercial space operations and small unmanned aircraft systems (UAS). Since the beginning of his term, the FAA has completed key building blocks of NextGen, including the installation of modern information systems to serve as the backbone for future technological improvements. The FAA also completed the installation of a comprehensive network of ground-based radio stations that enable the use of global positioning satellites (GPS) instead of radar to better manage air traffic. In addition, the agency has made significant progress in harnessing GPS technology to modernize thousands of air traffic routes in congested airspace.



Stephen M. Dickson: Eighteenth Federal Aviation Administration Administrator (August 12, 2019 - present), appointed by President Donald J. Trump

Stephen M. Dickson, born in Louisiana in 1957, is a Distinguished Graduate of the Air Force Academy's Class of 1979. During his Air Force career, he flew F-15 fighter jets. He earned a law degree from the Georgia State University College of Law in 1999 while working as a line pilot for Delta Air Lines. Dickson worked for Delta for 27 years, becoming the Senior Vice President of Flight Operations. As a strong advocate for commercial aviation safety, he served as chairman of several Federal advisory committees and industry stakeholders groups. Dickson became the eighteenth FAA Administrator on August 12, 2019, after being nominated by President Donald J. Trump.

During his tenure, Dickson oversaw the ongoing investigation of the 737 Max Boeing and personally tested the improved aircraft. He also helped to reorganize the FAA's commercial space organization. During the Covid-19 pandemic, he led the FAA in keeping the aviation industry running through Airport Rescue Grants, the Airport Coronavirus Response Grant Program (ACRGP), CARES Act Grants, and airport compliance and safety changes, like mask mandates.