



POLICY

UNDER SECRETARY OF DEFENSE
2000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-2000

November 10, 2020

Mr. President:

I hereby tender my resignation as Deputy Under Secretary of Defense for Policy, effective immediately.

As Assistant Secretary of Defense for Strategy, Plans, and Capabilities; Deputy Under Secretary of Defense for Policy; and, more recently, Acting Under Secretary of Defense for Policy, I have led and managed a dedicated team of national security professionals to implement the Department's National Defense Strategy (2018) in alignment with your National Security Strategy (2017).

I have had the privilege of leading Policy efforts to drive the modernization of our nuclear TRIAD; to strengthen our global posture, especially in the Indo-Pacific and European theaters; to provide civilian oversight to war plans; to oversee Combatant Command Reviews; to compete with malign actors around the world; and to develop the Department's landmark *Guidance for the Development of Allies and Partners* (2020). I have also had the privilege of representing the Department in many bilateral engagements – at home and abroad – aimed at strengthening our relations with allies and partners.

It has been an honor to serve our great nation both in and out of uniform, beginning as an officer in the United States Marine Corps and concluding with two Presidentially-appointed, Senate confirmed leadership positions in the Pentagon.

It is clear that despite profound national security and defense challenges, America is more secure than it was four years ago. I am particularly grateful to have been entrusted with leading the dedicated men and women of Policy, who play a key role in our Nation's security. Now, as ever, our long-term success depends on adhering to the U.S. Constitution all public servants swear to support and defend.

Thank you for the opportunity to serve.

Sincerely,

A handwritten signature in black ink, appearing to read "James H. Anderson", is written over a blue circular stamp.

James H. Anderson
Acting

