

## *Mr. Paul Nicholas Chang*

*Director for Corrosion Policy and Oversight / Technology Innovation  
Office of the Deputy Assistant Secretary of Defense for Materiel  
Readiness*



Paul N. Chang is a senior defense logistics and sustainment leader with over 35 years of service to the Department of War, the United States Marine Corps, and the national security enterprise. A trusted authority on corrosion prevention, materiel readiness, and enterprise sustainment innovation, he has shaped more than thirty-two Department of War policies and led major initiatives that directly strengthened force readiness and lifecycle performance. His work has been pivotal in addressing the Department's \$20 billion annual corrosion burden and in advancing data-driven, technology enabled sustainment practices across the Services.

As Director for Corrosion Policy and Oversight / Technology Innovation, Mr. Chang advises senior leadership on all corrosion matters, leads the Rapid Sustainment Improvement Process, and oversees more than \$500 million in sustainment technology investments.

He also directs the Department's Condition Based Maintenance Plus implementation, ensuring alignment of policy, analytics, and technology integration across the Military Departments. Known for his strategic insight, analytical rigor, and ability to unify diverse organizations, he has built a legacy of improving materiel readiness, reducing lifecycle costs, and accelerating innovation across the defense sustainment enterprise.

He is currently shaping the Department's strategy for strengthening the Defense Industrial Base (DIB) within the broader context of acquisition reform, focusing on identifying risks and sustainment related considerations. His priorities include closing sustainment gaps by advancing corrosion prevention and control technologies, developing the sustainment workforce, and driving targeted policy adjustments. This effort begins with proposed statutory changes to expand sustainment authorities and funding, paired with a baseline quantitative assessment of the Department's current posture. Additional considerations include investments in contested logistics capabilities and ensuring the DIB retains the flexibility and resilience needed to meet national defense demands.

Mr. Chang holds a Master's degree in Transportation Policy, Operations, and Logistics from George Mason University and a Bachelor's degree in Business/Management from the University of Phoenix. He is a certified Project Management Professional, Lean Six Sigma Black Belt, and SSPC Coatings C1 specialist.