DEPARTMENT OF DEFENSE

KEY OFFICIALS

1947–2014

HISTORICAL OFFICE
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F. Principal Deputy Under Secretary (Policy)
G. General Counsel of the Department of Defense
H. Inspector General of the Department of Defense
I. Director of Cost Assessment and Program Evaluation
J. Director of Operational Test and Evaluation
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9. Defense Mapping Agency
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Introductory Note

This compilation, prepared by the Historical Office of the Office of the Secretary of Defense (OSD), presents information about the Department of Defense (DoD) organization and its key officials since its establishment in 1947.

The scope of the work is a Department-wide listing of senior officials, but it does not purport to be comprehensive. “Key Officials” is not official terminology, nor is this a top-down listing of officials in order of precedence or reporting authority. It lists both Presidentially appointed, Senate-confirmed (PAS) as well as non-PAS officials. It includes civilian officials in the Office of the Secretary of Defense and the military departments as well as the top leadership of the Joint Chiefs of Staff (JCS), the Combatant Commands, and certain field activities and agencies.

This compilation includes titles of some official positions that have been superseded by new titles or organizational changes. The text indicates all instances where this has occurred. Where an official position has a direct lineal predecessor with a similar scope of functions, the prior position is either included with the current position or the text indicates where the prior position can be found elsewhere in the publication.

In most entries, the effective date of incumbency is the initial swearing-in date. Officials assume office after being sworn in, usually followed by a ceremonial swearing in days or weeks later. Dates of DoD directives confirming establishment of positions and prescribing functions may appear months and sometimes years later. Human Resources personnel records, especially for the first several decades of the Department, are imperfect. Offices are often without a permanent appointee for periods ranging from days to years. During many of these periods, there are officials in an “acting” or a “performing the duties of” capacity. In other instances, there is no indication of an acting official, and a time gap is evident. For the most part, acting officials have been de facto rather than formally designated, and there may be statutory limitations on how long an individual may be considered “acting.”

This edition corrects errors that appeared in the 2004 edition and brings the information up to date (as of December 2014). Please call any errors that appear in this publication to the attention of the OSD Historical Office.

I. Current Department of Defense Key Officials

(not in order of succession)

Secretary of Defense	Charles T. Hagel
Deputy Secretary of Defense	Robert O. Work
Under Secretary of Defense for Acquisition, Technology, and Logistics	Frank Kendall
Principal Deputy Under Secretary of Defense for Acquisition, Technology, and Logistics	Alan F. Estevez
Assistant Secretary of Defense for Acquisition	Katrina G. McFarland
Assistant Secretary of Defense for Logistics and Materiel Readiness	VACANT
Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs	VACANT
Assistant Secretary of Defense for Operational Energy Plans and Programs	VACANT
Assistant Secretary of Defense for Research and Engineering	Alan Shaffer (Acting)
Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense	Michael McCord
Principal Deputy Under Secretary of Defense (Comptroller)	VACANT
Under Secretary of Defense for Intelligence	Michael G. Vickers
Principal Under Secretary of Defense for Intelligence	Marcel Lettre
Under Secretary of Defense for Personnel and Readiness	Jessica L. Wright
Principal Deputy Under Secretary of Defense for Personnel and Readiness	Laura Junor
Assistant Secretary of Defense for Readiness and Force Management	VACANT
Assistant Secretary of Defense for Health Affairs	Jonathan Woodson

Assistant Secretary of Defense for Reserve Affairs	Richard O. Wightman Jr. (Acting)
Under Secretary of Defense for Policy	Christine E. Wormuth
Principal Deputy Under Secretary of Defense for Policy	Brian P. McKeon
Assistant Secretary of Defense for Asian and Pacific Security Affairs	Kelly E. Magsamen (Acting)
Assistant Secretary of Defense for Homeland Defense and Global Security	Eric Rosenbach
Assistant Secretary of Defense for International Security Affairs	Derek H. Chollet
Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict	Michael D. Lumpkin
Deputy Chief Management Officer of the Department of Defense	Dave Tillotson III (Acting)
General Counsel of the Department of Defense	Stephen W. Preston
Inspector General of the Department of Defense	Jon T. Rymer
Director of Cost Assessment and Program Evaluation	Jamie M. Morin
Director of Operational Test and Evaluation	J. Michael Gilmore
Assistant Secretary of Defense for Legislative Affairs	Elizabeth L. King
Assistant to the Secretary of Defense for Intelligence Oversight	VACANT
Director of Administration and Management	Michael L. Rhodes
Director of Net Assessment	Andrew W. Marshall
Department of Defense Chief Information Officer	Terry Halvorsen (Acting)
Chairman of the Joint Chiefs of Staff	General Martin E. Dempsey, USA
Secretary of the Army	John H. McHugh

Secretary of the Navy	Raymond E. Mabus
Secretary of the Air Force	Deborah Lee James

II. Department of Defense: Historical Background

The Department of Defense (DoD) came into existence following a 3-year debate regarding the wisdom of unifying the armed forces, which had historically been split between the Department of War and the Department of the Navy. This deliberation concluded with the enactment of the National Security Act of 1947 (Public Law [PL] 80–253), approved by President Harry S. Truman on 26 July 1947. The legislation divided the Department of War into the Department of the Army and the Department of the Air Force, created a National Military Establishment to provide "authoritative coordination and unified direction" to the three military departments, and provided for a Secretary of Defense to head the new organization. To assist the Secretary in carrying out his responsibilities, the legislation authorized three special assistants and provided for a War Council, the Joint Chiefs of Staff, a Munitions Board, and a Research and Development Board. The act also authorized establishment of unified commands—organizations composed of elements of two or more Armed Services formed to carry out a broad or continuing mission. (A subset of unified commands, not actually mentioned in the law, became known as specified commands, since they were composed of elements of a single Armed Service.) President Truman already had approved a Unified Command Plan (UCP) in December 1946 that envisioned a structure of seven geographic commands to cover the major regions of the world.

On 17 September 1947, James V. Forrestal took the oath of office as the first Secretary of Defense. He soon found the powers assigned to his office insufficient for the task confronting him and early in 1949 recommended substantial changes, many of them incorporated in amendments to the National Security Act approved on 10 August 1949 (PL 81–216). By the time Congress passed this legislation, Secretary Forrestal had resigned from office, and Louis A. Johnson had succeeded him.

The 1949 amendments renamed the National Military Establishment as the Department of Defense. A more substantive change recategorized the Departments of the Army, Navy, and Air Force as "military departments in lieu of their prior status as Executive Departments," thus making it clear that they ranked one step below the executive-level Department of Defense. Another provision deleted language in the original law that "all powers and duties relating to such departments not specifically conferred upon the Secretary of Defense by this Act shall be retained by each of their respective Secretaries." This more firmly established that the Secretary of Defense had full "direction, authority, and control" over the entire Department. Other amendments authorized a Deputy Secretary of Defense, converted the three special assistants to Assistant Secretaries (one of them designated as the Comptroller), created the position of Chairman of the Joint Chiefs of Staff, expanded the size of the Joint Staff from 100 to 210 officers, and included a new Title IV providing for uniform budgetary and fiscal procedures throughout the Department. Another amendment established an Armed Forces Policy Council to advise the Secretary on broad policies regarding the armed forces. The Secretary of Defense served as chairman, with the power of decision. Members of the Council were the Secretary, the Deputy Secretary, the Chairman of the Joint Chiefs of Staff, and the Secretaries and uniformed heads of the Army, Navy, and Air Force. This body took the place of the War Council created by the National Security Act of 1947.

Although the term did not appear anywhere in the National Security Act, the staff and immediate supporting bureaucracy for the Secretary of Defense quickly became known as the Office of the Secretary of Defense (OSD). It functioned as the headquarters element over all of DoD. Although OSD was responsible for a massive organization of 1.46 million Active-duty personnel, plus a large number of Reservists and civilian employees, it was still a very small organization in June 1950. The three Assistant Secretaries handled the portfolios of Comptroller, Legal and Legislative Affairs, and Administration and Public Affairs; an Assistant to the Secretary managed Foreign Military Assistance; and a mix of 10 boards, councils, and committees dealt with issues ranging from medical services to munitions. The number of personnel, civilian and military, in OSD never exceeded 400 prior to the outbreak of the Korean War in June 1950. Thereafter, the requirements of overseeing a major conflict and strengthening the integrated action of the armed forces ensured that the organization would grow far beyond that small beginning.

In September 1950, President Truman named retired General of the Army George C. Marshall, formerly Chief of Staff of the Army and Secretary of State, to head the Department of Defense. This required special legislation by Congress because the National Security Act stipulated that no officer who had been on active duty in the armed forces within 10 years could be eligible for appointment. Public Law 81–788 authorized General Marshall's appointment on 21 September 1950. At the end of one year, which was all General Marshall had agreed to serve, Deputy Secretary of Defense Robert A. Lovett succeeded him.

In 1952, Congress called for creation of the Defense Supply Management Agency. Although it was short-lived, this was the first defense agency, the designation for an organization performing a supply or service activity common to more than one military department. President Truman ordered the establishment of the National Security Agency on 5 December 1952, ensuring that the concept of relying on DoD-wide supporting organizations would continue.

After entering office in 1953, President Dwight D. Eisenhower directed his administration to review the organization of the armed forces. The Committee on Department of Defense Organization, usually referred to by the name of its chairman, Nelson A. Rockefeller, submitted a report to the Secretary of Defense on 11 April 1953. At the end of the month the President transmitted to Congress Reorganization Plan No. 6, based on the recommendations of the committee. This plan became effective on 30 June 1953 when Congress failed to reject it within 60 days.

The reorganization gave greater management flexibility to the Secretary of Defense. The President's message accompanying the plan made it clear that no function in the Department could be carried out independent of the authority of the Secretary of Defense and that the Secretaries of the military departments were to be, in addition to heads of their departments, the principal agents of the Secretary of Defense for the management and direction of the defense establishment. The Reorganization Plan abolished several statutory boards and positions in the Office of the Secretary of Defense,

transferring their functions to the Secretary of Defense. In addition, it authorized six additional Assistant Secretaries, bringing the total of such positions to nine (Comptroller, Manpower and Personnel, Legislation and Public Affairs, International Security Affairs, Research and Development, Applications Engineering, Supply and Logistics, Properties and Installations, and Health and Medical), and a General Counsel, and gave the Chairman of the Joint Chiefs of Staff greater authority in managing the Joint Staff. There also was an Assistant to the Secretary for Atomic Energy.

After a review of the existing organization by the Second Hoover Commission and Secretary of Defense Neil H. McElroy, President Eisenhower recommended further organizational changes in the Department in a special message to Congress on 3 April 1958. The Department of Defense Reorganization Act of 1958 (PL 85–599), approved on 6 August 1958, embodied most of these recommendations, to include reducing the number of Assistant Secretaries from nine to seven in OSD and from four to three in each of the military departments, authorizing reorganization of the Joint Staff, and expanding it from 210 to 400 officers. The new legislation increased still further the responsibilities of the Secretary of Defense, particularly in the operational direction of the armed forces and in research and development.

The 1958 act established a new chain of command running directly from the President through the Secretary of Defense to the unified and specified commanders, who were given “full operational command” over the forces assigned to them. This change abolished the former system under which orders went to the military departments acting as executive agents before reaching the unified and specified commands. On 31 December 1958, the Secretary of Defense issued DoD Directive 5100.1, which brought the Joint Chiefs of Staff into the chain of operational command by delegating to them his authority to exercise operational direction over the unified and specified commands. The directive retained a second chain of command through the Secretaries of the military departments to handle support activities, such as training and equipping forces.

In recognition of the increasing importance of research and development activities, the 1958 act established the position of Director of Defense Research and Engineering. The new director was to be not only the principal adviser to the Secretary of Defense in all scientific and technological matters but also the supervisor of all research and engineering activities in the Department of Defense and the director and controller of those activities that the Secretary of Defense felt required centralized direction. Among the activities that came under control of the new director was the Defense Advanced Research Projects Agency, created by Congress in legislation passed on 12 February 1958 (PL 85–325).

Frequent meetings between Secretary of Defense Thomas S. Gates, Jr., and the Joint Chiefs of Staff achieved improved policy coordination by 1960. Gates also established the Defense Communications Agency in 1960 to improve economy and efficiency in the telecommunications field.

Starting in 1961, Secretary of Defense Robert S. McNamara used the powers granted by the 1958 Reorganization Act to consolidate related activities. He combined

the functions of the Assistant Secretary for Supply and Logistics and Assistant Secretary for Properties and Installations under a new Assistant Secretary for Installations and Logistics and transferred the functions of the Assistant Secretary for Health and Medical to the Assistant Secretary for Manpower. He assigned the vacated Assistant Secretary positions to the Assistant Secretary for Civil Defense and the Deputy Director of Defense Research and Engineering. When the Office of Civil Defense moved in 1964 to the Office of the Secretary of the Army, that Assistant Secretary position went to the new Assistant Secretary for Administration. In 1965, the Systems Analysis Office received Assistant Secretary rank with the transfer to it of the Assistant Secretary position held by the Deputy Director of Defense Research and Engineering.

Simultaneously, the organization of the military departments changed functionally to more clearly parallel the Office of the Secretary of Defense. In 1967, Congress authorized an additional Assistant Secretary position for Manpower and Reserve Affairs for each of the military departments.

In 1961, Secretary Robert S. McNamara established the U.S. Strike Command to bring under joint command the combat-ready forces of the U.S. Strategic Army Corps and the Air Force's Tactical Air Command. Also in that year, he created the Defense Intelligence Agency to assume responsibility for various intelligence functions previously assigned to the military departments. The National Military Command Center became operational in 1962. Commonly referred to as the "War Room," it provided a centralized capability in the Pentagon to monitor events and issue operational orders.

To achieve better use of resources, Secretary McNamara initiated a new Planning, Programming, and Budgeting System (PPBS) in 1961, including a 5-year forecast of forces and costs, supplemented by systems analysis or "cost effectiveness" studies. Further centralization of common support activities came with the establishment of the Defense Supply Agency in 1961 and the Defense Contract Audit Agency in 1965.

In 1969, Secretary Melvin R. Laird revised management procedures to link planning and budgeting more closely and to ensure wider participation in decisionmaking. Deputy Secretary David Packard established the Defense Systems Acquisition Review Council in May 1969 to advise the Secretary of Defense at critical decision points in the development and procurement of new weapons systems. The revised acquisition procedure also reemphasized the primary responsibility of the military departments for executing these programs and strengthened the authority of the project managers for each major system.

Establishment of the position of Assistant Secretary of Defense (ASD) for Health and Environment followed congressional authorization in November 1969 for an eighth Assistant Secretary to manage health affairs. A ninth Assistant Secretary, authorized in December 1971, managed telecommunications functions. Elimination of the Assistant Secretary of Defense for Administration in November 1971 made available an Assistant Secretary position for the new Assistant Secretary of Defense for Intelligence. With Secretary Laird's strong support, Congress authorized a second Deputy Secretary of Defense in October 1972, but no one held the position until late 1975. Laird had wanted a

total of three Deputy Secretaries, with each overseeing a major group of functions within the Department, so that fewer positions reported directly to him.

Although the functional responsibilities of some Assistant Secretaries changed, the number of such positions—nine—remained constant from 1971 until 1977. In April 1973, Secretary Elliot L. Richardson established the position of Assistant Secretary of Defense for Legislative Affairs concurrently with the redesignation of the Assistant Secretary of Defense for Systems Analysis as the Director of Defense Program Analysis and Evaluation. The Assistant Secretary for Program Analysis and Evaluation replaced the latter position in February 1974 after renaming of the position of Assistant Secretary of Defense for Telecommunications to Director, Telecommunications and Command and Control Systems.

The defense agency concept expanded substantially in 1971 and 1972 with the establishment of the Defense Mapping Agency to consolidate most mapping, charting, and geodetic activities of the military services; the Defense Investigative Service to exercise centralized control over personnel security investigations; the Defense Security Assistance Agency to supervise the administration and execution of the Military Assistance and Military Sales Programs; and the Defense Civil Preparedness Agency, the successor of the Army's Office of Civil Defense.

Secretary Laird disestablished the U.S. Strike Command at the close of 1971, assigned its areas of geographic responsibility to other unified commands, and constituted a new U.S. Readiness Command that was responsible for providing the general reserve of combat-ready forces to reinforce the other unified commands.

Many of these changes reflected the July 1970 recommendations of the Blue Ribbon Defense Panel appointed by the President and the Secretary of Defense in 1969 to undertake an overall review and evaluation of the organization and management of the Department of Defense.

A comprehensive review in the mid-1970s of the worldwide military command structure resulted in the consolidation or elimination of 19 major headquarters and reductions in other headquarters and defense agency staffs. As part of this effort, two unified commands, the Alaskan Command and the Continental Air Defense Command, ceased operations on 30 June 1975. On the same date, the Aerospace Defense Command gained enlarged responsibilities. In 1976, there was a realignment of staff elements in the Office of the Secretary of Defense and the Organization of the Joint Chiefs of Staff to eliminate unwarranted duplication in related functional areas and to reduce the number of personnel serving in Department headquarters.

Additional organizational changes made during 1976 pertained principally to intelligence. Responsibility for these functions went to a second Deputy Secretary of Defense. Subsequently, the Assistant Secretary of Defense for Intelligence gained the additional designation of Director of Defense Intelligence, charged with line as well as staff authority for intelligence activities. The position of Inspector General (IG) for

Intelligence also came into being to provide for independent oversight of the legality and propriety of all defense foreign intelligence and foreign counterintelligence activities.

In February 1977, the Military Airlift Command became a specified command under the Joint Chiefs of Staff, with the Air Force retaining responsibility for administrative and logistical support of the command.

Secretary of Defense Harold Brown made progress in 1977 and 1978 on his predecessor's goal of reducing the number of persons reporting directly to him, but the method of accomplishing that would be different than Laird had envisioned. Instead of expanding the number of Deputy Secretaries, Public Law 95–140 of 21 October 1977 established the new management level of Under Secretary of Defense, falling in seniority between the Secretary/Deputy Secretary and the Assistant Secretaries. The legislation abolished the positions of the second Deputy Secretary of Defense and the Director of Defense Research and Engineering and established two new positions, Under Secretary of Defense for Policy and Under Secretary of Defense for Research and Engineering. Earlier in the year transfers of functional responsibilities reduced the number of Assistant Secretaries to seven and eliminated the position of Director for Command, Control, and Communications. Most of the defense agencies that had typically reported to the Secretary of Defense came under the direction of one of the Under Secretaries or Assistant Secretaries at this time. At this point, however, most Assistant Secretaries still reported directly to the Secretary of Defense.

In June 1979, Secretary Brown established the Defense Audiovisual Agency to provide centrally managed acquisition, distribution, and depository support and services for selected audiovisual products to all Department of Defense components. The following month, dissolution of the Defense Civil Preparedness Agency led to transfer of civil defense responsibilities outside DoD to the Director of the Federal Emergency Management Agency.

A number of organizational changes took place in 1981. In January, the Assistant Secretary of Defense for Program Analysis and Evaluation became the Director of Program Analysis and Evaluation. In March, the Assistant Secretary for Command, Control, Communications, and Intelligence became the Deputy Under Secretary of Defense for Command, Control, Communications, and Intelligence. In April, the Office of the Under Secretary of Defense for Policy gained the new position of Assistant Secretary of Defense for International Security Policy, which took over some of the duties of the Assistant Secretary of Defense for International Security Affairs. Unlike most other areas of OSD such as Logistics and Personnel, which were organized around well-defined functions, the Policy office would undergo frequent changes as new administrations adapted it to emphasize key elements of their national security agendas.

April 1981 also brought creation of the Office of the Assistant to the Secretary of Defense for Review and Oversight to coordinate the efforts of the Department's auditors, inspectors, and investigators. In May, the Assistant to the Secretary of Defense for Legislative Affairs became the Assistant Secretary of Defense for Legislative Affairs. In August, the Defense Legal Services Agency came into being to provide legal advice,

services, and support for specified organizations and functions within the Department of Defense.

On 8 September 1982, the fiscal year (FY) 1983 Defense Authorization Act created the new Office of the Department of Defense Inspector General (IG), replacing the Assistant to the Secretary of Defense for Review and Oversight. At the same time, the IG assumed the duties of the Defense Audit Service, which dissolved. The Inspector General for Intelligence became the Assistant to the Secretary of Defense for Intelligence Oversight in December 1982.

In January 1983, Secretary of Defense Caspar W. Weinberger established a new unified command, U.S. Central Command, with responsibility for the Southwest Asia–Persian Gulf area.

The FY84 Defense Authorization Act (24 September 1983) contained provisions for four new Assistant Secretary positions, leading to establishment of Assistant Secretaries of Defense for Development and Support; Research and Technology; Command, Control, Communications, and Intelligence; and Reserve Affairs. In addition, this law mandated establishment of an Office of Operational Test and Evaluation.

A Presidential directive in January 1984 established the Strategic Defense Initiative Organization as a defense agency reporting directly to the Secretary of Defense. Secretary Weinberger announced on 30 November 1984 plans to establish a new unified command, U.S. Space Command, to centralize operational responsibilities for use of military space systems. In April 1985, he directed the disestablishment of the Defense Audiovisual Agency, effective 30 September 1985, and the transfer of its functions to the military departments.

The newly established Assistant Secretary of Defense for Acquisition and Logistics in July 1985 assumed the acquisition management functions of the Under Secretary of Defense for Research and Engineering and the installations and logistics functions of the Assistant Secretary of Defense for Manpower, Installations, and Logistics. Simultaneously, the Assistant Secretary of Defense for Manpower, Installations, and Logistics became the Assistant Secretary of Defense for Force Management and Personnel.

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 directed important organizational changes. The recommendations of the Blue Ribbon Commission on Defense Management (Packard Commission) and other studies and reports foreshadowed many of these changes. The act reemphasized civilian control of the Department in the person of the Secretary of Defense, gave increased functions and powers to the Chairman of the Joint Chiefs of Staff, and established a Vice Chairman of the JCS. It enhanced the powers of the commanders of the unified and specified commands and permitted them some participation in the budget process. Finally, Goldwater-Nichols required reorganization of the headquarters establishments of the military departments.

The Military Retirement Reform Act (1 July 1986) mandated the new position of Under Secretary of Defense for Acquisition, although it would not be filled until 1987. This legislation also redesignated the former Under Secretary of Defense for Research and Engineering as Director of Defense Research and Engineering, to report to the Under Secretary for Acquisition.

Changes in 1988 included the establishment of the Office of the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (SO/LIC) and the redesignation of the Deputy Assistant Secretary for Administration as the Director of Administration and Management. The latter also continued to be dual-hatted as Director, Washington Headquarters Services. The Director of Program Analysis and Evaluation position became the Assistant Secretary of Defense for Program Analysis and Evaluation. The functions of the Assistant Secretary of Defense for Research and Technology transferred to the Director of Defense Research and Engineering.

With the fall of the Berlin Wall in 1989 and the dissolution of the Soviet Union in 1991, the Cold War came to an end and the Department of Defense entered a new era. For the first time since the Department came into being in 1947, it faced a world without an apparent existential international threat. The result was a period of downsizing and realignment that reflected a congressional mandate and broad public desire to “shrink” defense and achieve “peace dividends” from the conclusion of the Cold War.

While the services cut structure and manpower, the Department of Defense sought to rationalize its bureaucracy. In 1993, Secretary Les Aspin instituted a broad restructuring of the Assistant Secretary group. He eliminated four Assistant Secretary positions: International Security Affairs, International Security Policy, Force Management and Personnel, and Production and Logistics. He converted two other Assistant Secretary positions to lower levels—the Public Affairs position became an Assistant to the Secretary of Defense, and the Program Analysis and Evaluation slot became a Directorship. Aspin created six Assistant Secretary positions to replace them: Regional Security Affairs; Strategy, Requirements, and Resources; Nuclear Security and Counterproliferation; Policy and Plans; Economic Security; and Democracy and Peacekeeping. Of these, Democracy and Peacekeeping never became operative because the nominee for the office did not receive Senate confirmation. Five Assistant Secretaries reported to the Under Secretary of Defense for Policy when these changes became effective: Regional Security Affairs; Strategy, Requirements, and Resources; Nuclear Security and Counterproliferation; Policy and Plans; and SO/LIC.

In 1993, Congress established the new position of Under Secretary of Defense for Personnel and Readiness, abolishing the Assistant Secretary of Defense for Force Management and Personnel in the process. In 1994, it elevated the Comptroller’s position to the Under Secretary level. Also in late 1994, Congress authorized another Assistant Secretary position, which went to Public Affairs in 1996. When William J. Perry became Secretary of Defense early in 1994, he dropped three of Aspin’s Assistant Secretaries—Regional Security Affairs, Nuclear Security and Counterproliferation, and Policy and Plans—and resurrected the Assistant Secretaries for International Security Affairs, International Security Policy, and Force Management Policy. In 1996, Congress renamed

the position of Assistant to the Secretary of Defense for Atomic Energy as Assistant to the Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs. In 1999, it established the position of Deputy Under Secretary of Defense for Logistics and Materiel Readiness.

The lineup of defense agencies changed considerably as the Cold War wound down, the Department sought efficiencies in the 1990s, and new missions came to the fore. In some cases, changes were in name only, and in other cases, new organizations came onto the scene: On-Site Inspection Agency (1988); Defense Commissary Agency (1990); Defense Finance and Accounting Service (1990); Defense Information Systems Agency (1991), replacing the Defense Communications Agency; Ballistic Missile Defense Organization (1993), replacing the Strategic Defense Initiative Organization; Defense Special Weapons Agency (1996), succeeding the Defense Nuclear Agency; National Imagery and Mapping Agency (1996), replacing the Defense Mapping Agency and other DoD elements; Defense Security Service (1997), succeeding the Defense Investigative Service; Defense Security Cooperation Agency (1998), replacing the Defense Security Assistance Agency; Defense Threat Reduction Agency (1998), replacing the Defense Technology Security Administration, the Defense Special Weapons Agency, and the On-Site Inspection Agency; and the Defense Contract Management Agency (2000).

Reform of the cumbersome acquisition system became a top priority in the post–Cold War era. Secretary William J. Perry led an aggressive reorganization to restructure the acquisition function. It included renaming the Under Secretary of Defense for Acquisition as the Under Secretary of Defense for Acquisition and Technology, coupled with the creation of the Deputy Under Secretary for Acquisition Reform. Perry also initiated a comprehensive overhaul of acquisition policies and procedures, including conforming military contracts and procurement regulations to commercial business practices where feasible, and ordering military procurement personnel to buy products and components from commercial sources to the extent possible. Notwithstanding Perry's best efforts to contain recurring and controversial cost overruns, real progress on reforming and remedying the system remained an elusive goal.

Secretary William S. Cohen's biggest effort in this sphere was the Defense Reform Initiative (DRI), which took its cue from the National Performance Review, an executive branch–wide reorganization effort spearheaded by Vice President Al Gore in response to President Bill Clinton's mandate to "reinvent" government for the information age. The DRI eliminated or consolidated elements of the defense infrastructure that were considered wasteful and further reduced personnel. The number of DoD civilian defense employees fell from 768,000 in 1996 to 647,000 in 2001. Another key element involved elimination of excess base capacity. In 1988, Congress had authorized the Base Realignment and Closure (BRAC) process to insulate major installation decisions from political interference. BRAC commissions in 1988, 1991, 1993 and 1995 brought substantial efficiencies to DoD's large portfolio of installations.

Building on his predecessor's reforms in the acquisition area, Secretary Cohen continued efforts to make DoD more businesslike by encouraging the adoption of

successful commercial practices. The DRI focused on day-to-day improvements in the Pentagon's management and administration such as implementing electronic commercial processes like credit cards, moving toward a paperless work environment, adopting performance measurements such as scorecards and metrics, and instituting methods for improving financial accounting capabilities. To oversee the DRI, Secretary Cohen created the Defense Management Council, consisting of both DoD and industry leaders and a Defense Reform Office. The DRI also drew on the expertise of Deputy Secretary of Defense John J. Hamre, who had 10 years of experience at the Senate Armed Services Committee, during which he was primarily responsible for oversight and evaluation of procurement, research, and development programs, defense budget issues, and relations with the Senate Appropriations Committee.

As part of the DRI's streamlining emphasis, Secretary Cohen attempted to restructure several OSD offices, including the Office of the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD[C3I]). Initially, the DRI recommended disbanding the C3I post, creating a separate Assistant Secretary of Defense for Intelligence, and shifting the C3 functions to the Under Secretary of Defense for Acquisition and Technology. Secretary Cohen dropped the proposal, however, to avoid controversy and the lengthy congressional approval process. Instead, the ASD(C3I) gained significant new functions, including oversight of reconnaissance programs and responsibility for space matters, a consequence of the 1997 reorganization of DoD space management functions and the disestablishment of the short-lived Deputy Under Secretary of Defense for Space.

The Cohen era also witnessed the institutionalization of the Quadrennial Defense Review (QDR) process mandated by Congress in the FY97 NDAA. Congressional intent was for the QDR to serve as a basic planning tool by which DoD, at regular intervals, could evaluate and adjust defense strategy, force structure, and budgets. The act established an independent National Defense Panel consisting of former senior officials to review the QDR. Unlike earlier comprehensive defense reviews, the QDR became a periodic but integral part of the DoD planning process.

The century ended with growing concern over the terrorist threat from rogue states and increasingly more radical Islamic fundamentalism—a spectrum of conflict that the United States was ill equipped to handle. Spurred on by the 1993 bombing of New York's World Trade Center, the 1996 destruction of the Air Force quarters in Khobar Towers in Saudi Arabia, and the 2000 attack on the USS *Cole* in a Yemeni port, strategic planners in and outside of the Department perceived a need to institute further changes in DoD's internal management, military command structure, and interagency relationships. Legislation passed in October 2000 directed the Secretary of Defense to assign responsibility to an Assistant Secretary for providing overall direction and supervision of policy, program planning, and execution of DoD activities for combating foreign and domestic terrorism.

When President George W. Bush took office in January 2001, the Department that served the nation well during the Cold War struggled when trying to keep pace with the emerging strategic challenges in the post–Cold War era. Recognizing the profound

changes taking place, newly appointed Secretary Donald H. Rumsfeld undertook a wide-ranging effort to modernize the Department, the military services, and warfighting capabilities. He called for a thorough transformation of how the Department managed change and conducted business, based on the notion that rapid increases in technology compelled near-revolutionary changes in organization, capabilities, and strategies. Although this concept had emerged during the Clinton administration with the title of Revolution in Military Affairs, Rumsfeld adopted it, seeking not only to bring DoD into the information age but also to refashion the defense establishment and its culture.

The events of 11 September 2001 gave great urgency to reform initiatives, as these attacks seemingly validated the assertions of transformation proponents that revolutionary change was necessary if the United States were to defend itself at home and abroad. By October 2001, OSD had created the Office of Force Transformation as "an agent for entrepreneurial and experimental thinking in defense policy and technology."

In the wake of the 9/11 terrorist attacks, defense spending surged as the retrenchment of the 1990s gave way to a commitment to the "global war on terrorism." Military operations, first in Afghanistan in 2001 and then in Iraq in 2003, required increased defense funding and personnel. Between FY02 and FY05, defense budgets and military and civilian manpower climbed steadily. At the same time, DoD sought to transform military forces, convert unneeded capacity into additional warfighting capability, and reduce infrastructure costs through the 2005 BRAC. The 2005 BRAC, the fifth effort since the process was initiated in 1988, served as a mechanism to rationalize infrastructure in light of new defense strategies and a changed threat environment. The 2005 BRAC Commission reviewed stateside and overseas military forces and infrastructure and was the first BRAC to have a significant impact on the National Guard. The 2005 BRAC also moved to regularize future efforts by recommending a BRAC round in 2015 and every 8 years thereafter.

The central objective in the Department's reform program was to reshape the armed forces and warfighting capabilities to better manage new types of threats emerging in the post–Cold War, post-9/11 world. The Army, in particular, redesigned its force structure into units that were smaller, lighter, more easily deployed, and better suited to asymmetric or irregular warfare. Changes in force structure and doctrine often pivoted on network-centric warfare—a reliance on computer and telecommunications technology to help operational commands share information almost instantaneously over long distances.

While much of the focus centered on the structure of the military forces and the way they fought, many initiatives grappled with Defense-wide reorganization and administrative processes. The Department was under pressure from Congress to improve its business and financial processes, just as it had been during the Clinton administration. In 2001, the Department initiated a financial and business modernization program as part of the transformation agenda. The program expanded significantly over the coming years to accommodate new legislative requirements and U.S. General Accounting Office recommendations. Given Secretary Rumsfeld's determination to further advance the Department into the information age, many new bureaucratic processes mirrored the notion of network-centric warfare, relying on increased automation and capabilities for

sharing information electronically across components, particularly through “enterprise architecture.”

Secretary Rumsfeld’s transformation also took aim at his own office, OSD, and he made several significant changes to it, including replacing the Ballistic Missile Defense Organization with the Missile Defense Agency in 2002, dismantling the ASD(C3I) organization in May 2003,and creating the position of Assistant Secretary of Defense for Networks and Information Integration (ASD[NII]), which assumed all information technology functions as well as the DoD Chief Information Officer function. The Pentagon billed the reorganization as a sweeping reform that would bolster major computer technology initiatives and improve managerial oversight through consolidation. The ASD(NII) was an adviser to the Secretary and Deputy Secretary of Defense on technical matters related to telecommunications and security, as well as on non-intelligence space matters.

Changes made in the OSD intelligence arena were among the most significant. In the wake of the terrorist attacks and the 9/11 Commission’s critique of the national Intelligence Community, Secretary Rumsfeld dramatically expanded DoD intelligence capabilities. In 2003, DoD upgraded the Pentagon’s intelligence function when it established the new Under Secretary of Defense for Intelligence (USD[I]) position authorized by Congress, achieving what Secretary Cohen had wanted 10 years earlier. This brought the number of Under Secretary positions to five. The USD(I) would exercise authority, direction, and control over all intelligence and intelligence-related activities within the Department and serve as the Secretary’s single point of contact for other government agencies on intelligence matters. In 2005, via an executive order, President Bush changed the longstanding order of succession within DoD, making the USD(I) third in line, after the Deputy Secretary, and bumping the service Secretaries further down the chain.

The Department of Defense also expanded the military’s intelligence-gathering capabilities, a controversial move that some interpreted as impinging on the functions of the Central Intelligence Agency (CIA). The Pentagon argued that military commanders in the field had different intelligence needs and interests than the CIA. Secretary Rumsfeld created several new entities, including the Strategic Support Branch, under the Defense Intelligence Agency (DIA), to carry out human intelligence (HUMINT) activities. These actions received scrutiny from members of Congress as to whether the Department was misinterpreting laws governing requirements for notifying Congress about defense intelligence missions.

The Office of the Under Secretary of Defense for Policy also underwent restructuring. Already among the largest OSD components, with a broad range of functions and several tiers of management, the Policy office expanded in March 2003 to include the newly created position of Assistant Secretary of Defense for Homeland Defense, as mandated by the FY03 NDAA signed in December 2002. The new Assistant Secretary’s main function was to coordinate with the new Department of Homeland Security, created in 2003 by a consolidation of multiple Federal agencies.

Secretary Rumsfeld further restructured the Policy office beginning in 2006 to align with the new security priorities of the ongoing global war on terror. The reorganization was meant to enable the military to better "respond to transnational threats, manage international military coalitions, and equip partner nations to fight terrorists." Additional goals were to balance the responsibilities of the Assistant Secretaries of Defense in Policy, more closely align them with organizational counterparts in the Joint Staff and Department of State, and establish a focal point in Policy for each combatant commander. Three principal changes were rearrangement of the portfolios of three Assistant Secretaries to cover regional responsibilities, creation of the new position of Assistant Secretary of Defense for Global Security Affairs to focus on issues cutting across regional lines, and expansion of the role of the renamed Assistant Secretary of Defense for Special Operations and Low-intensity Conflict and Interdependent Capabilities to include oversight of force transformation and such strategic capabilities as nuclear weapons and long-range missiles. The renamed Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs assumed responsibility for the Western Hemisphere, while the new Assistant Secretary of Defense for Asian and Pacific Security Affairs took responsibility for those regions, and the Assistant Secretary of Defense for International Security Affairs maintained responsibility for Africa and the Middle East and regained Europe from the now-defunct Assistant Secretary of Defense for International Security Policy.

The Department's transformation efforts also encompassed changes to the military command structure. A 2002 update of the Unified Command Plan established U.S. Northern Command (USNORTHCOM). By October 2002, just over a year after 9/11, USNORTHCOM assumed control of homeland defense and responsibility for coordinating DoD support to civil authorities, consolidating missions previously executed by other DoD organizations. Subject to the Posse Comitatus Act, USNORTHCOM has a broad range of functions, from assisting civil authorities with disaster relief operations and providing support for counterdrug operations to managing responses in the event of a terrorist attack employing weapons of mass destruction.

Another of Secretary Rumsfeld's top priorities was enhancing the military services' joint operations capabilities. He strengthened U.S. Joint Forces Command (USJFCOM), created in 1999 under Secretary Cohen to replace U.S. Atlantic Command. USJFCOM now gained the mission "to lead the transformation of U.S. military joint war fighting into the 21st Century." The 2002 UCP shifted the command's geographic area of responsibility so that it could focus on this mandate.

The 2002 UCP also reorganized U.S. Strategic Command (USSTRATCOM). First established in 1992 as a successor to Strategic Air Command, USSTRATCOM merged with U.S. Space Command to allow for more centralized command and control of the nation's space-based assets. USSTRATCOM assumed new and previously unassigned responsibilities relating to global strike, missile defense integration, information operations, and those operations relating to command, control, communications, computers, intelligence, surveillance, and reconnaissance. The command also took over the mission of coordinating the Pentagon's efforts to combat weapons of mass destruction and the strategic aspects of terrorism. Over the next few

years, USSTRATCOM's responsibilities expanded to include threats and attacks on the new frontier of cyberspace.

During Secretary Rumsfeld's tenure, U.S. Special Operations Command (USSOCOM) underwent the most significant changes to its mission and organization since its inception in 1987. The command expanded overall, as did the operational scope of its units, becoming a key component in the global war on terror. Whereas USSOCOM had functioned as a supporting command, in 2003 Secretary Rumsfeld announced that it could now plan and execute its own missions. The 2004 UCP further gave USSOCOM unprecedented authority to plan, synchronize, and execute global operations against terrorist networks, in coordination with the other combatant commanders.

The events of 9/11 and the conflicts in Afghanistan and Iraq had added a sense of urgency to the need for change in the Department but also simultaneously had drawn the focus of the leadership away from the task of transformation. Although Secretary Rumsfeld achieved a number of major initiatives, the transformation program, billed as wholesale reinvention, did not occur as speedily or as completely as he desired. Late in 2006 he closed the Office of Force Transformation, parceling out its functions to other offices in OSD in an attempt to embed the process in the mainstream bureaucracy.

In December 2006, Dr. Robert Gates became the 22nd Secretary of Defense and the second former Director of Central Intelligence to occupy the office. Gates initially took a more modest approach to change, focusing on current operations and challenges.

One casualty was the National Security Personnel System (NSPS), among the most contentious reforms of the Rumsfeld years. Conceived as a pay-for-performance system that would come into full force by mid-2006, NSPS replaced the General Schedule (GS) grade and step system for civilian employees with pay bands intended to provide more flexibility in establishing pay levels and incentives. From the outset, NSPS generated a significant amount of controversy. In March 2009, Defense and Office of Personnel Management officials announced that they would undertake a review of the pay system. Simultaneously, there was pressure from Congress to revise the system. In June 2009, the House added provisions to the FY10 NDAA, giving the Secretary of Defense 6 months to decide if keeping the program was warranted. On the advice of the Secretary, in October 2009 President Barack Obama signed the NDAA repealing the NSPS, restoring DoD employees to their previous pay system, and requiring DoD to start moving people out of NSPS within 6 months and completely end it no later than 1 January 2012.

Secretary Gates also slowed the Pentagon's expansion in the intelligence realm. He worked to smooth and clarify the relationship between DoD and the Director of National Intelligence (DNI), signing a memorandum of agreement that made the USD(I) a principal adviser to the DNI. Gates continued to emphasize HUMINT capabilities and counterintelligence, establishing the new Defense Counterintelligence and Human Intelligence Center under the control of DIA to combine responsibility for the related functions.

Gates also made a number of other changes to the OSD structure during his tenure. He renamed the Assistant Secretary of Defense for Global Security Affairs as the Assistant Secretary of Defense for Global Strategic Affairs and gave that position responsibility for the Defense Security Cooperation Agency and Defense Technology Security Administration. The counternarcotics support responsibility shifted from SO/LIC to Global Strategic Affairs at the same time.

In January 2008, Congress established the Deputy Chief Management Officer to assist the Deputy Secretary of Defense in his role as the Department's Chief Management Officer. In October 2008, legislation established the Director of Operational Energy Plans and Programs to provide advice and coordinate actions within the Department involving the use of energy required to train, move, and sustain forces. In May 2009, the Weapon Systems Acquisition Reform Act renamed the Director of Program Analysis and Evaluation as the Director of Cost Assessment and Program Evaluation, elevating it to a PAS position. In December 2010 Congress redesignated the Assistant to the Secretary of Defense for Nuclear and Chemical and Biological Defense Programs as an Assistant Secretary of Defense.

In October 2009, Congress capped the number of Deputy Under Secretaries of Defense at a total of five, each serving as the Principal Deputy to one of the Under Secretaries of Defense. The same legislation changed the Deputy Under Secretary of Defense for Logistics and Materiel Readiness to an Assistant Secretary of Defense and created an Assistant Secretary of Defense for Acquisition, producing a total of 12 Assistant Secretaries and a total of 54 PAS positions in the Department.

The FY11 NDAA (PL 111–383) implemented numerous title changes. Most of the new designations involved changing Directors and an Assistant to the Secretary to Assistant Secretaries of Defense, creating new executive-level positions and making some existing executives statutorily required PAS officials. This legislation also required several derivative changes, mainly in eliminating certain titles over time and converting a number of DUSDs to Deputy Assistant Secretaries of Defense. One consequence of the many changes authorized by the FY10 and FY11 NDAAs was a modification of the order of precedence whereby the Deputy Chief Management Officer takes precedence in the Department after the Under Secretaries of Defense.

Secretary Gates's tenure also brought reorientation of the combatant commands. After several years of planning, U.S. Africa Command (USAFRICOM) came into existence in 2008. Conceived as a different type of command, its primary purpose was to help prevent the outbreak of war rather than to fight one. Working in partnership with other U.S. agencies, particularly the Department of State and developmental agencies, USAFRICOM's main goals are to promote economic and political stability, improve the quality of life across the continent, and defeat or preclude terrorist activities. Following an unsuccessful attempt to position the new command in Africa, USAFRICOM remained headquartered in Stuttgart, Germany. The two additional major changes regarding the combatant commands were the June 2009 establishment of U.S. Cyber Command (USCYBERCOM) as a subunified command of USSTRATCOM, and the disestablishment of USJFCOM during 2011.

During the last year of his tenure, Secretary Gates began calling for a fundamental change in the way the Department operated. The 9/11 attacks had opened a "gusher of defense spending that nearly doubled [DoD's] base budget," Gates noted in May 2010, but those days were fast coming to an end. The kind of regular real growth that would be required to support the force structure that had arisen in the past decade was not likely to be forthcoming given a faltering economy, the Federal debt, and other demands on Federal spending.

Authorized Active-duty Strength, FY98 vs. FY11

	FY98	**FY11**	**Increase/ Decrease**
Army	495,000	562,400	+67,400
Navy	390,802	452,904	+62,102
Marine Corps	174,000	202,100	+28,100
Air Force	371,577	332,200	-39,377

Gates pointed to several areas ripe for reform: weapons designed without regard to cost or the capabilities of our enemies; congressional mandates to purchase unwanted items; a health care system whose exponentially rising costs were "eating the Defense Department alive;" and a bloated and cumbersome bureaucracy overreliant on contractors taking up an estimated 40 percent of the DoD budget. In August 2010, Gates took several steps to change the way the Department conducted its business. He advised President Obama to veto any legislation that included unwanted items, such as a second F–35 engine or more C–17 cargo planes. He instituted a 3-year freeze in the number of OSD, defense agency, and combatant command positions, and froze the number of civilian Senior Executive Service appointments, flag and general officers, and PAS positions within the Department, pending a baseline review. Further, he ordered a reduction in funding for service support contractors by 10 percent annually in each of the next 3 years, as well as a 10 percent reduction in intelligence advisory and assistance contracts to contain needless duplication within the Department's Intelligence Community. Lastly, Gates focused on the number of internally generated studies and appealed to Congress to reduce the volume of legislatively mandated reports.

Despite these aggressive initiatives, Secretary Gates nonetheless recognized that changing the culture of the Department was a project that would take years. Yet "instilling habits of restraint, of subtracting as well as adding, of elevating affordability on a par with desirability" had to start somewhere. It was critical to begin supplanting the "culture of endless money" that had taken hold, and replace it with the kind of parsimonious but sound approach to defense needs that is most often associated with the Eisenhower administration.

As the United States enters the second decade of the 21st century, there are numerous challenges facing the nation, both foreign and domestic. The increasing use of DoD forces in a variety of peacekeeping efforts, humanitarian relief, and combat operations has stretched the force thin at an ever-increasing cost. Domestically, the

realization that the costs of the all-volunteer force could become unsustainable will be a significant challenge to the Department going forward.

III. Secretaries of Defense

JAMES V. FORRESTAL 17 SEPTEMBER 1947–28 MARCH 1949

- Born 15 February 1892, died 22 May 1949
- Served in U.S. Navy during World War I
- Dillon, Read, and Company, 1916–1940
- Under Secretary of the Navy, 1940–1944
- Secretary of the Navy, 1944–1947

LOUIS A. JOHNSON 28 MARCH 1949–19 SEPTEMBER 1950

- Born 10 January 1891, died 24 April 1966
- Served in U.S. Army in France during World War I
- Practicing lawyer
- Helped found American Legion (National Commander, 1932–1933)
- Assistant Secretary of War, June 1937–July 1940

GEORGE C. MARSHALL 21 SEPTEMBER 1950–12 SEPTEMBER 1951

- Born 31 December 1880, died 16 October 1959
- Commissioned in U.S. Army in 1902
- Became U.S. Army Chief of Staff in September 1939, serving throughout World War II until November 1945
- Secretary of State, 1947–1949
- President of American Red Cross, 1949–1950
- Appointment as Secretary of Defense required a special congressional waiver because the National Security Act prohibited a military officer from serving as Secretary if he had been on Active duty within the previous 10 years.

ROBERT A. LOVETT 17 SEPTEMBER 1951–20 JANUARY 1953

- Born 14 September 1895, died 7 May 1986
- Served in U.S. Navy as a pilot in World War I
- Brown Brothers Harriman and Company
- Special Assistant to the Secretary of War beginning in December 1940; Assistant Secretary of War for Air, April 1941–December 1945
- Under Secretary of State, 1947–1949
- Deputy Secretary of Defense, 4 October 1950–16 September 1951

CHARLES E. WILSON ***28 JANUARY 1953–8 OCTOBER 1957***

- Born 18 July 1890, died 26 September 1961
- Westinghouse Electric Company, 1909–1919
- General Motors Corporation, 1919–1952 (president, 1941–1952)

NEIL H. McELROY ***9 OCTOBER 1957–1 DECEMBER 1959***

- Born 30 October 1904, died 30 November 1972
- Procter and Gamble, 1925–1957 (president, 1948–1957)

THOMAS S. GATES, JR. ***2 DECEMBER 1959–20 JANUARY 1961***

- Born 10 April 1906, died 25 March 1983
- Served in U.S. Navy during World War II
- Drexel and Company, 1928–1953
- Under Secretary of the Navy, 1953–1957
- Secretary of the Navy, 1957–1959
- Deputy Secretary of Defense, 8 June 1959—1 December 1959

ROBERT S. McNAMARA ***21 JANUARY 1961–29 FEBRUARY 1968***

- Born 9 June 1916, died 6 July 2009
- Served in U.S. Army Air Forces, 1943–1946
- With Ford Motor Company, including as president and director, 1946–1961
- President of the World Bank, 1968–1981

CLARK M. CLIFFORD ***1 MARCH 1968–20 JANUARY 1969***

- Born 25 December 1906, died 10 October 1998
- Served in U.S. Navy during World War II; naval aide to the President, 1944–1946
- Special counsel to the President, 1946–1950
- Practicing lawyer, 1950–1968

MELVIN R. LAIRD ***22 JANUARY 1969–29 JANUARY 1973***

- Born 1 September 1922
- Served in U.S. Navy, 1942–1946
- Member of U.S. House of Representatives from Wisconsin, 1953–1969

ELLIOT L. RICHARDSON ***30 JANUARY 1973–24 MAY 1973***

- Born 20 July 1920, died 31 December 1999
- Served in U.S. Army, 1942–1945
- Assistant Secretary of Health, Education, and Welfare (HEW), 1957–1959
- Lieutenant Governor of Massachusetts, 1965–1967
- Under Secretary of State, 1969–1970
- Secretary of HEW, 1970–1973
- U.S. Attorney General, 1973–1973

JAMES R. SCHLESINGER ***2 JULY 1973–19 NOVEMBER 1975***

- Born 15 February 1929
- RAND Corporation, 1963–1967
- Assistant Director of the Bureau of the Budget, 1969
- Assistant Director of the Office of Management and Budget, 1970–1971
- Chairman of the Atomic Energy Commission, 1971–1973
- Director of the Central Intelligence Agency, 1973
- First Secretary of the new Department of Energy, 1977–1979

DONALD H. RUMSFELD ***20 NOVEMBER 1975–20 JANUARY 1977***

- Born 9 July 1932
- Served in U.S. Navy as a pilot in the 1950s
- Member of Congress from Illinois, 1963–1969
- Assistant and counselor to President Richard Nixon, 1969
- Director of the Office of Economic Opportunity and Director of the Cost of Living Council
- U.S. Ambassador to NATO, 1973–1974
- Assistant to President Gerald Ford serving as Director of the White House Office of Operations, 1974–1975
- Chief executive officer of G.D. Searle and Company, 1977–1985
- In private business, 1985–1990
- Chairman and chief executive officer, General Instrument Corporation, 1990–1993
- In private business, 1993–2001

HAROLD BROWN ***21 JANUARY 1977–20 JANUARY 1981***

- Born 19 September 1927
- Staff member, Lawrence Livermore Laboratory, 1952–1960; president, 1960–1961
- Director of Defense Research and Engineering, 1961–1965

- Secretary of the Air Force, 1965–1969
- President, California Institute of Technology, 1969–1977

CASPAR W. WEINBERGER 21 JANUARY 1981–23 NOVEMBER 1987

- Born 18 August 1917, died 28 March 2006
- Served in U.S. Army during World War II, member of General Douglas MacArthur's intelligence staff
- Director of the Office of Management and Budget, 1972–1973
- Secretary of Health, Education, and Welfare, 1973–1975
- General counsel, vice president, and director of the Bechtel Corporation, 1975–1981

FRANK C. CARLUCCI 23 NOVEMBER 1987–20 JANUARY 1989*

- Born 18 October 1930
- Served in U.S. Navy, 1952–1954
- Director of the Office of Economic Opportunity, 1970–1972
- Under Secretary of Health, Education, and Welfare, 1972–1974
- Ambassador to Portugal, 1975–1978
- Deputy Director of the Central Intelligence Agency, 1978–1981
- Deputy Secretary of Defense, 4 February 1981–31 December 1982
- National Security Advisor, 1986–1987

*Deputy Secretary of Defense William H. Taft served as acting Secretary of Defense from 20 January 1989 until 21 March 1989.

RICHARD B. CHENEY 21 MARCH 1989–20 JANUARY 1993

- Born 30 January 1941
- Special Assistant to the Director of the Office of Economic Opportunity, 1969–1970
- Deputy to the Presidential Counselor, 1970–1971
- Assistant Director of Operations of the Cost of Living Council, 1971–1973
- Assistant to the President, 1975–1977
- Member of U.S. House of Representatives from Wyoming, 1978–1989

LESLIE (LES) ASPIN 20 JANUARY 1993–3 FEBRUARY 1994

- Born 21 July 1938, died 21 May 1995
- Served in U.S. Army, 1966–1968

- Taught economics at Marquette University, 1968–1970
- Member of U.S. House of Representatives from Wisconsin, 1971–1993 (Chairman, House Armed Services Committee, 1985–1993)

WILLIAM J. PERRY 3 FEBRUARY 1994–24 JANUARY 1997

- Born 11 October 1927
- Served in U.S. Army, 1946–1947
- Director of Sylvania/GTE Defense Electronic Laboratories, 1954–1964
- President of ESL Inc., 1964–1977
- Director of Defense Research and Engineering, April–October 1977
- Under Secretary of Defense for Research and Engineering, 1977–1981
- Director of Stanford University Center for International Security and Arms Control, 1989–1993
- Deputy Secretary of Defense, March 1993–February 1994

WILLIAM S. COHEN 24 JANUARY 1997–20 JANUARY 2001

- Born 28 August 1940
- Practicing lawyer
- Mayor of Bangor, Maine, 1971–1972
- Member of U.S. House of Representatives from Maine, 1973–1979
- U.S. Senator from Maine, 1979–1997

DONALD H. RUMSFELD 20 JANUARY 2001–18 DECEMBER 2006

- See previous entry

ROBERT M. GATES 18 DECEMBER 2006–1 JULY 2011

- Born 25 September 1943
- Served in U.S. Air Force intelligence, 1967–1969
- Central Intelligence Agency, 1966–1974
- National Security Council staff, 1974–1979
- Central Intelligence Agency, 1979–1989
- Assistant to the President for National Security Affairs and Deputy National Security Advisor, 1989–1991
- Director of Central Intelligence Agency, 1991–1993
- Interim Dean, George Bush School of Government and Public Service, Texas A&M University, 1999–2001
- President, Texas A&M University, 2002–2006

LEON E. PANETTA ***1 JULY 2011–26 FEBRUARY 2013***

- Born 28 June 1938
- Served in U.S. Army intelligence, 1964–1966
- Member of U.S. House of Representatives from California, 1977–1993 (Chairman, House Budget Committee, 1989–1993)
- Director, Office of Management and Budget, 1993–1994
- White House Chief of Staff, 1994–1997
- Director of Central Intelligence Agency, 2009–2011

CHARLES (CHUCK) T. HAGEL ***27 FEBRUARY 2013--PRESENT***

- Born 4 October 1946
- Served in U.S. Army, Infantry, 1967–1968
- Deputy Administrator, U.S. Veterans Administration, 1981–1982
- President and chief executive officer of the Private Sector Council, 1990–1992
- President, McCarthy & Co., 1992–1996
- Member of U.S. Senate from Nebraska, 1996–2009

IV. Deputy Secretaries of Defense

PL 81–36, 2 April 1949, originally established this position as Under Secretary of Defense. PL 81–216, 10 August 1949, the 1949 Amendments to the National Security Act of 1947, changed the title to Deputy Secretary of Defense.

PL 92–596, 27 October 1972, established a second Deputy position, with both Deputies performing duties as prescribed by the Secretary of Defense. The second deputy position was not filled until December 1975. PL 95–140, 21 October 1977, the law establishing two Under Secretaries of Defense, abolished the second Deputy position.

By delegation, the Deputy Secretary of Defense has full power and authority to act for the Secretary of Defense and to exercise the powers of the Secretary on any and all matters for which the Secretary is authorized to act pursuant to the law.

STEPHEN T. EARLY ***10 AUGUST 1949–30 SEPTEMBER 1950***

- Served in U.S. Army in France, World War I
- Journalist
- Assistant to President Franklin D. Roosevelt, 1933–1945
- Under Secretary of Defense, 2 May 1949–9 August 1949, when the position title changed.

ROBERT A. LOVETT ***4 OCTOBER 1950–16 SEPTEMBER 1951***

- Secretary of Defense, 17 September 1951—20 January 1953 (see profile in part III, *Secretaries of Defense*)

WILLIAM C. FOSTER ***24 SEPTEMBER 1951–20 JANUARY 1953***

- Served in U.S. Army in World War I
- Under Secretary of Commerce, 1946–1948
- Administrator of the Economic Cooperation Administration, 1948–1951

ROGER M. KYES ***2 FEBRUARY 1953–1 MAY 1954***

- General Motors Corporation

ROBERT B. ANDERSON ***3 MAY 1954–4 AUGUST 1955***

- Practicing lawyer; various local government offices in Texas

- Secretary of the Navy, 1953–1954
- Secretary of the Treasury, 1957–1961

REUBEN B. ROBERTSON, JR. ***5 AUGUST 1955–25 APRIL 1957***

- Served in U.S. Army in World War II
- Champion Paper and Fibre Company, 1930–1955 and 1957–1960 (president, 1950–1955 and 1957–1960)
- Vice chairman of the Committee on Business Organization of the Department of Defense, a task force of the Hoover Commission

DONALD A. QUARLES ***1 MAY 1957–8 MAY 1959***

- Served in U.S. Army in World War I
- Engineer with Bell Telephone Laboratories from 1919
- President of Sandia Corporation, 1952
- Assistant Secretary of Defense (Research and Development), 1953–1955
- Secretary of the Air Force, 1955–1957

THOMAS S. GATES, JR. ***8 JUNE 1959–1 DECEMBER 1959***

- Secretary of Defense, 2 December 1959–20 January 1961 (see profile in part III, *Secretaries of Defense*)

JAMES H. DOUGLAS, JR. ***11 DECEMBER 1959–24 JANUARY 1961***

- Served in U.S. Army, 1918, and U.S. Army Air Forces, 1942–1945
- Under Secretary of the Air Force, 1953–1957
- Secretary of the Air Force, 1957–1959

ROSWELL L. GILPATRIC ***24 JANUARY 1961–20 JANUARY 1964***

- Practicing lawyer, 1931–1951
- Assistant Secretary of the Air Force, 5 May 1951–29 October 1951
- Under Secretary of the Air Force, 1951–1953

CYRUS R. VANCE ***28 JANUARY 1964–30 JUNE 1967***

- Served in U.S. Navy, 1942–1946

- Special counsel of the Senate Armed Services Preparedness Investigating Subcommittee
- General Counsel of the Department of Defense, 1961–1962
- Secretary of the Army, 1962–1964

PAUL H. NITZE 1 JULY 1967–20 JANUARY 1969

- Dillon, Read, and Company, 1929–1937
- Served in various capacities with the U.S. Government during World War II before becoming director, then vice chairman, of the U.S. Strategic Bombing Survey, 1944–1946
- U.S. Department of State, 1946–1953
- Assistant Secretary of Defense (International Security Affairs), 1961–1963
- Secretary of the Navy, 1963–1967

DAVID PACKARD 24 JANUARY 1969–13 DECEMBER 1971

- Hewlett-Packard Company, 1939–1969 (president, 1947–1964, and chief executive officer, 1964–1969)

KENNETH RUSH 23 FEBRUARY 1972–29 JANUARY 1973

- Ambassador to the Federal Republic of Germany, 1969–1972
- Became Deputy Secretary of State after his tenure as Deputy Secretary of Defense

WILLIAM P. CLEMENTS, JR. 30 JANUARY 1973–20 JANUARY 1977

- Member of the Department of Defense Blue Ribbon Defense Panel, 1969–1970
- Governor of Texas, 1979–1983, 1987–1991

ROBERT F. ELLSWORTH 23 DECEMBER 1975–10 JANUARY 1977*

- Member of Congress from Kansas, 1961–1967

*Filled the position of Second Deputy Secretary of Defense, created by PL 92–956 in 1972 but not previously filled. Position was abolished by PL 95–140, 21 October 1977.

CHARLES W. DUNCAN, JR. ***31 JANUARY 1977–26 JULY 1979***

- Served in U.S. Army Air Forces, 1944–1946
- Coca-Cola Company, 1964–1974 (president, 1971–1974)
- Became Secretary of Energy upon completion of tenure as Deputy Secretary of Defense

W. GRAHAM CLAYTOR, JR. ***24 AUGUST 1979–16 JANUARY 1981***

- Served in U.S. Navy, 1941–1946
- Practicing lawyer
- President and chairman of the Southern Railway Company, 1967–1977
- Secretary of the Navy, 1977–1979
- Acting Secretary of Transportation, 1979

FRANK C. CARLUCCI ***4 FEBRUARY 1981–31 DECEMBER 1982***

- Secretary of Defense, 23 November 1987–20 January 1989 (see profile in part III, *Secretaries of Defense*)

W. PAUL THAYER ***12 JANUARY 1983–4 JANUARY 1984***

- Served in U.S. Navy, 1941–1945
- Chance Vought (later LTV Aerospace Corporation)

WILLIAM H. TAFT IV ***3 FEBRUARY 1984–22 APRIL 1989***

- Office of Management and Budget, 1970–1973
- Department of Health, Education, and Welfare, 1973–1977
- General Counsel of the Department of Defense, 1981–1984
- Deputy Secretary of Defense, 1984–1989
- Acting Secretary of Defense from Secretary Frank Carlucci's departure on 20 January 1989 until the swearing in of Secretary Richard B. Cheney on 21 March 1989
- Permanent Representative of the United States to the North Atlantic Council after his tenure as Deputy Secretary of Defense

DONALD J. ATWOOD, JR. ***24 APRIL 1989–20 JANUARY 1993***

- Served in U.S. Army, 1943–1945
- General Motors Corporation, 1959–1985

WILLIAM J. PERRY ***5 MARCH 1993–3 FEBRUARY 1994***

- Secretary of Defense, 3 February 1994–24 January 1997 (see profile in part III, *Secretaries of Defense*)

JOHN M. DEUTCH ***11 MARCH 1994–10 MAY 1995***

- Systems analyst, Office of Secretary of Defense, 1961–1965
- Professor, Princeton, 1967–1970, and Massachusetts Institute of Technology (MIT), 1970–1982
- Provost, MIT, 1985–1990
- Under Secretary of Defense (Acquisition and Technology), 1993–1994

JOHN P. WHITE ***22 JUNE 1995–15 JULY 1997***

- Economist with RAND Corporation, 1968–1977
- Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), 1977–1978
- Deputy Director, Office of Management and Budget, 1978–1981
- Chairman, Commission on Roles and Missions of the Armed Forces, 1994–1995

JOHN J. HAMRE ***29 JULY 1997–31 MARCH 2000***

- Congressional Budget Office, 1978–1984
- Staff member, Senate Armed Services Committee, 1984–1993
- Under Secretary of Defense (Comptroller), 1993– 1997

RUDY DE LEON ***31 MARCH 2000–1 MARCH 2001***

- Legislative assistant, U.S. Senate, 1974–1977
- Staff member, House Armed Services Committee, 1985–1989
- Staff director, House Armed Services Committee, 1989–1993
- Special Assistant to the Secretary of Defense, 1993–1994
- Under Secretary of the Air Force, 1994–1997
- Under Secretary of Defense (Personnel and Readiness), 1997–2000

PAUL D. WOLFOWITZ ***2 MARCH 2001–13 MAY 2005***

- U.S. Arms Control and Disarmament Agency, 1973–1977
- Deputy Assistant Secretary of Defense for Regional Programs, 1977–1980
- State Department, 1981–1986
- Ambassador to Indonesia, 1986–1989
- Under Secretary of Defense (Policy), 1989–1993
- Dean, Johns Hopkins School of Advanced International Studies, 1993–2001

GORDON R. ENGLAND ***4 JANUARY 2006–11 FEBRUARY 2009***

- Honeywell, Litton Industries, and General Dynamics
- Secretary of the Navy, 24 May 2001–24 January 2003; 1 October 2003–29 December 2005
- Deputy Secretary, Department of Homeland Security, 24 January 2003–30 September 2003
- Acting Deputy Secretary of Defense, 13 May 2005–3 January 2006

WILLIAM J. LYNN III ***12 FEBRUARY 2009–5 OCTOBER 2011***

- Liaison to Senate Armed Services Committee for Senator Edward Kennedy, 1987–1993
- Director, Program Analysis and Evaluation in the Office of the Secretary of Defense, 1993–1997
- Under Secretary of Defense (Comptroller), 1997–2001
- Senior vice president, government operations and strategy, Raytheon Company, 2002–2009

ASHTON B. CARTER ***6 OCTOBER 2011–4 DECEMBER 2013***

- Assistant Secretary of Defense for International Security Policy, 1993–1996
- Professor, John F. Kennedy School of Government, Harvard University, 1991–1993
- Under Secretary of Defense (Acquisition, Technology, and Logistics), 2009–2011

CHRISTINE H. FOX (Acting) ***5 DECEMBER 2013–30 APRIL 2014***

- President of the Center for Naval Analyses, 2004–2009
- Director, Cost Assessment and Program Evaluation, 2009–2013

- Senior Advisor, National Security Analysis Department at The Johns Hopkins University, 2013

ROBERT O. WORK ***5 MAY 2014–PRESENT***

- Served in U.S. Marine Corps, 1974–2001
- Vice President, Center for Strategic and Budgetary Assessments, 2002-2009
- Under Secretary of the Navy, 2009–2013
- President, Center for New American Security, 2013-2014

V. Under Secretaries of Defense

PL 95–0140, 21 October 1977, established the position of Under Secretary of Defense at a level immediately below the Deputy Secretary of Defense. The two initial appointees to this rank were the Under Secretary for Policy and the Under Secretary for Research and Engineering, the latter replacing the Director of Defense Research and Engineering. The Military Reform Act of 1986, PL 99–348, 1 July 1986, established the position of Under Secretary for Acquisition as the successor to the Under Secretary for Research and Engineering, with enhanced rank (from Executive Level III to Executive Level II) and functions. A few months later, the National Defense Authorization Act for Fiscal Year 1997, PL 99–661, 14 November 1986, spelled out in more detail the duties of the Under Secretary of Defense (Acquisition). See the Under Secretary listings below for subsequent changes in the title of this position.

The National Defense Authorization Act for 1994, PL 103–160, 30 November 1993, established the position of Under Secretary of Defense for Personnel and Readiness. The National Defense Authorization Act for 1995, PL 103–337, raised the Comptroller to Under Secretary/Comptroller. The National Defense Authorization Act for Fiscal Year 2003, PL 107–314, 2 December 2002, established the position of Under Secretary of Defense for Intelligence.

The five current Under Secretary positions are listed alphabetically.

A. ***Acquisition, Technology, and Logistics***

PL 95–140, 21 October 1977, created the position of Under Secretary of Defense (Research and Engineering) to replace the Director of Research and Engineering (see part VI.B.7, *Former Assistant Secretary of Defense Positions, Research and Engineering*, for predecessors of this position). It was succeeded by the Under Secretary of Defense (Acquisition) in 1986.

This position was established by PL 99–348 in 1986 as the Under Secretary of Defense (Acquisition) and by DoD Directive 5134.1, 10 February 1987. The title changed to Under Secretary of Defense (Acquisition and Technology) in NDAA Fiscal Year (FY) 1994 (PL 103–160), 30 November 1993. The National Defense Authorization Act for FY 2000 (PL 106–65), 5 October 1999, redesignated the position as the Under Secretary of Defense (Acquisition, Technology, and Logistics). He serves as the principal assistant to the Secretary of Defense for research and development, production, procurement, logistics, and military construction.

Under Secretary of Defense (Research and Engineering)

WILLIAM J. PERRY ***21 OCTOBER 1977–20 JANUARY 1981***

- Director, Defense Research and Engineering, 11 April 1977–21 October 1977, when position was raised to the Under Secretary level
- Secretary of Defense, 3 February 1994–24 January 1997 (see profile in part III, *Secretaries of Defense*)

WALTER B. LABERGE (Acting) ***21 JANUARY 1981–10 MARCH 1981***

- Served in U.S. Navy, 1943–1947
- Assistant Secretary of the Air Force (Research and Development), 1973–1975
- Under Secretary of the Army, 1977–1980
- Principal Deputy to the Under Secretary of Defense (Research and Engineering), 1980–1984

JAMES P. WADE, JR. (Acting) ***11 MARCH 1981–6 MAY 1981***

- Assistant to the Secretary of Defense for Atomic Energy and chairman of Military Liaison Committee to Department of Energy, 1978–1981

RICHARD D. DELAUER ***6 MAY 1981–30 NOVEMBER 1984***

- U.S. Navy, 1942–1966
- Laboratory director of Space Tech Labs, 1958–1960; Titan program, 1960–1966
- Official with TRW, Inc., 1968–1981

JAMES P. WADE, JR. (Acting) ***1 DECEMBER 1984–5 JULY 1985***

- Assistant Secretary of Defense (Development and Support), August 1984–July 1985
- Assistant Secretary of Defense (Acquisitions and Logistics), 1985–1986

DONALD A. HICKS ***2 AUGUST 1985–10 OCTOBER 1986***

- Chief of applied physics for Boeing Company
- Research physicist with Lawrence Radiation Laboratories, Livermore, California

Under Secretary of Defense (Acquisition)

RICHARD P. GODWIN 30 SEPTEMBER 1986–30 SEPTEMBER 1987

- Service with the Atomic Energy Commission and with Bechtel, Inc., 1961–1986
- Member of the Defense Science Board

ROBERT B. COSTELLO 18 DECEMBER 1987–12 MAY 1989

- Served in U.S. Navy, World War II
- General Motors Corporation, 1960–1986
- Assistant Secretary of Defense (Production and Logistics), 1987

JOHN A. BETTI 11 AUGUST 1989–31 DECEMBER 1990

- With Chrysler Corporation, 1952–1962, and subsequently Ford Motor Company

DONALD J. YOCKEY 20 JUNE 1991–20 JANUARY 1993

- Served in U.S. Army and U.S. Air Force, 1944–1966
- Rockwell International Corporation, 1966–1986
- Principal Deputy Under Secretary (Acquisition), March–December 1990
- Acting Under Secretary (Acquisition), 1 January 1991–20 June 1991

Under Secretary of Defense (Acquisition and Technology)

JOHN M. DEUTCH 2 APRIL 1993–11 MARCH 1994

- Systems analyst, OSD, 1961–1965
- Under Secretary, Department of Energy, 1979–1980
- Tenure spans designation of position as Under Secretary of Defense (Acquisition) and Under Secretary of Defense (Acquisition and Technology)

***PAUL G. KAMINSKI* 3 OCTOBER 1994–16 MAY 1997**

- Special Assistant to the Under Secretary of Defense for Research and Engineering, 1977–1981

Under Secretary of Defense (Acquisition, Technology, and Logistics)

JACQUES S. GANSLER ***10 NOVEMBER 1997–5 JANUARY 2001***

- Engineer and economist
- Singer Corporation, ITT, Raytheon Corporation, and TASC, Inc.
- Deputy Assistant Secretary of Defense (Materiel Acquisition), and Assistant Director, Defense Research and Engineering (Electronics)

EDWARD C. ALDRIDGE, JR. ***10 MAY 2001–23 MAY 2003***

- Deputy Assistant Secretary of Defense for Strategic Programs, 1974–1976
- Director, Planning and Evaluation, 1976–1977
- Under Secretary of the Air Force, 1981–1986
- Secretary of the Air Force, 1986–1988

MICHAEL W. WYNNE (Acting) ***23 MAY 2003–JUNE 2005***

- Served in U.S. Air Force
- Official with General Dynamics, 1976–1999
- Principal Deputy Under Secretary of Defense (Acquisition and Technology), 2001–2005

KENNETH J. KRIEG ***6 JUNE 2005–20 JULY 2007***

- Special Assistant to Secretary of Defense, 2001–2003
- Director, Program Analysis and Evaluation, 2003–2005

JOHN J. YOUNG, JR. (Acting) ***21 JULY 2007–20 NOVEMBER 2007***

JOHN J. YOUNG, JR. ***21 NOVEMBER 2007–20 JANUARY 2009***

- Sandia National Laboratory
- Professional staffer, Senate Appropriations Defense Subcommittee
- Assistant Secretary of the Navy for Research, Development, and Acquisition, 2001–2005
- Director of Defense Research and Engineering, 2005–2007

ASHTON B. CARTER ***27 APRIL 2009–6 OCTOBER 2011***

- Deputy Secretary of Defense 6 October 2011–Present (see profile in part IV, *Deputy Secretaries of Defense*)

FRANK KENDALL III (Acting) ***6 OCTOBER 2011–24 MAY 2012***

FRANK KENDALL III ***24 MAY 2012–PRESENT***

- Served in U.S. Army
- Vice president of engineering for Raytheon Company
- Assistant Deputy Under Secretary of Defense (Strategic Defense Systems)
- Member, Army Science Board and the Defense Intelligence Agency Science and Technology Advisory Board
- Principal Deputy Under Secretary of Defense (Acquisitions, Technology, and Logistics), 2010–2012

B. **Comptroller/Chief Financial Officer**

This position is an upgrade of the position of Comptroller from Assistant Secretary to Under Secretary level by NDAA FY95 (PL 103–337, 5 October 1994). (See part VI.B.4, *Former Assistant Secretary of Defense Positions, Comptroller*, for predecessors of this position.)

JOHN J. HAMRE ***5 SEPTEMBER 1994–29 JULY 1997***

- Deputy Secretary of Defense, 29 July 1997–31 March 2000 (see profile in part IV, *Deputy Secretaries of Defense*)

WILLIAM J. LYNN ***19 NOVEMBER 1997–19 JANUARY 2001***

- Deputy Secretary of Defense, 12 February 2009–5 October 2011 (see profile in part IV, *Deputy Secretaries of Defense*)

DOV S. ZAKHEIM ***3 MAY 2001–15 APRIL 2004***

- Deputy Under Secretary of Defense (Planning and Resources), 1985–1987
- Vice president of System Planning Corporation, 1987–2001

LAWRENCE J. LANZILLOTTA (Acting) ***15 APRIL 2004–27 JULY 2004***

- Served in U.S. Army
- Professional staff, Senate Armed Services Committee
- Deputy Under Secretary of Defense (Management Reform), 2002–2004

TINA W. JONAS ***28 JULY 2004–SEPTEMBER 2008***

- Senior Budget Examiner, Office of Management and Budget, 1991–1995
- Professional Staff, House Committee on Appropriations, 1995–2001
- Deputy Under Secretary of Defense for Financial Management, 2001–2002
- Assistant Director and Chief Financial Officer, Federal Bureau of Investigation, 2002–2004

ROBERT F. HALE ***9 FEBRUARY 2009–PRESENT***

- Served in U.S. Navy, 1969–1972
- Director, National Security Division of Congressional Budget Office, 1982–1994

- Assistant Secretary of the Air Force (Financial Management and Comptroller), 1994–2001
- Executive Director of the American Society of Military Comptrollers, 2005–2009

MICHAEL McCORD ***27 JUNE 2014–PRESENT***

- Professional Staff, Senate Committee on Armed Services, 1987-2003
- Budget Analyst, House Committee on the Budget, 2003-2004
- Professional Staff, Senate Committee on Armed Services, 2004-2009
- Principal Deputy Under Secretary of Defense (Comptroller), 2009-2014

C. **Intelligence**

The position was established by the Bob Stump National Defense Authorization Act for Fiscal Year 2003, PL 107–314 (2 December 2002). The Under Secretary of Defense (Intelligence) was authorized to perform such duties and exercise such powers in the intelligence area as prescribed by the Secretary of Defense. (See part VI.B.3, *Former Assistant Secretary of Defense Positions, Command, Control, Communications, and Intelligence*, for predecessors of this position.)

STEPHEN A. CAMBONE 10 MARCH 2003–31 DECEMBER 2006

- Director, Strategic Defense Policy in the Office of the Secretary of Defense, 1990–1993
- Senior Fellow, Center for Strategic and International Studies, 1993–1998
- Director of Research, Institute for National Strategic Studies at National Defense University, 1998–2000
- Principal Deputy Under Secretary of Defense for Policy, 2001–2002
- Under Secretary of Defense for Intelligence, 2003–2006

JAMES CLAPPER 15 APRIL 2007–9 AUGUST 2010

- Served in U.S. Marine Corps and U.S. Air Force, 1963–1995
- Director, Defense Intelligence Agency, 1991–1995
- Director, National Geospatial-Intelligence Agency, 2001–2006

MICHAEL G. VICKERS (Acting) 28 JANUARY 2011–17 MARCH 2011

MICHAEL G. VICKERS 17 MARCH 2011–PRESENT

- Served in U.S. Army, 1973–1986
- Senior vice president, Center for Strategic and Budgetary Assessments, 1996–2007
- Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict and Interdependent Capabilities, 2007–2011

D. **Personnel and Readiness**

The National Defense Authorization Act for FY94 (PL 103–160, 30 November 1993) created the position of Under Secretary of Defense for Personnel and Readiness. On 17 March 1994, DoD Directive 5124.2 established the position to incorporate the functions of the Assistant Secretary of Defense (Force Management and Personnel) and authorized authority over the Assistant Secretary of Defense (Reserve Affairs) and the Assistant Secretary of Defense (Health Affairs). (See part VI.B.6, *Former Assistant Secretary of Defense Positions, Manpower*, for predecessors of this position.)

EDWIN DORN ***16 MARCH 1994–7 JULY 1997***

- Deputy director for research at the Joint Center for Political and Economic Studies, 1981–1990
- Assistant Secretary of Defense (Force Management and Personnel), 1993–1994

RUDY de LEON ***5 AUGUST 1997–31 MARCH 2000***

- Deputy Secretary of Defense, 31 March 2000–1 March 2001 (see profile in part IV, *Deputy Secretaries of Defense*)

CHARLES L. CRAGIN (Acting) ***31 MARCH 2000–23 MAY 2000***

- Served in U.S. Navy, 1951–1964
- Practicing attorney
- Principal Deputy Assistant Secretary of Defense for Reserve Affairs

BERNARD D. ROSTKER ***23 MAY 2000–19 JANUARY 2001***

- Director, Selective Service System, 1979–1981
- Assistant Secretary of the Navy, 1994–1998
- Under Secretary of the Army, 1998–2000

CHARLES L. CRAGIN (Acting) ***20 JANUARY 2001–31 MAY 2001***

DAVID S.C. CHU ***1 JUNE 2001–20 JANUARY 2009***

- Served in U.S. Army, 1968–1970
- Assistant Secretary of Defense and Director for Program Analysis and Evaluation, 1981–1993
- Director, RAND Washington Office, 1994–1998

GAIL MCGINN ***21 JANUARY 2009–8 FEBRUARY 2010***
(Performing the duties of)

CLIFFORD L. STANLEY ***9 FEBRUARY 2010–26 OCTOBER 2011***

- Served in U.S. Marine Corps, 1969– 2002
- President, Scholarship America, 2004–2009

JO ANN ROONEY (Acting) ***27 OCTOBER 2011–24 MAY 2012***

- Chief counsel, The Lyons Companies, 1996– 2002
- President, Spalding University, 2002–2010
- Principal Deputy Under Secretary of Defense for Personnel and Readiness, 2011–Present

ERIN C. CONATON ***24 MAY 2012—31 DECEMBER 2012***

- Professional staff, House Armed Services Committee, 2001–2010
- Under Secretary of the Air Force, 2010–2012

JESSICA L. WRIGHT ***27 JUNE 2014–PRESENT***

- Served 35 years in Pennsylvania Army National Guard, retiring as major general
- Assistant Secretary of Defense for Reserve Affairs, May 2012 – January 2013

E. **Policy**

This position was established in PL 95–140 (21 October 1977), and its duties were enumerated in DoD Directive 5111.1 (27 October 1978). The Under Secretary of Defense (Policy) is the principal adviser to the Secretary of Defense for all matters pertaining to the formulation of national security and defense policy and the integration and oversight of DoD policy and plans to achieve national security objectives.

STANLEY R. RESOR ***14 AUGUST 1978–1 APRIL 1979***

- Secretary of the Army, 5 July 1965–30 June 1971 (see profile in part VIII.A, *Secretaries of the Military Departments, Army*)

ROBERT W. KOMER ***24 OCTOBER 1979–20 JANUARY 1981***

- Served in U.S. Army, 1943–1946
- Central Intelligence Agency, 1947–1960
- National Security Council staff, 1961–1965
- Ambassador to Turkey, 1968–1969

FRED C. IKLÉ ***2 APRIL 1981–19 FEBRUARY 1988***

- Professor, MIT, 1964–1967
- Head, Social Science Department, RAND Corporation, 1967–1973
- Director, U.S. Arms Control and Disarmament Agency, 1973–1977

PAUL D. WOLFOWITZ ***15 MAY 1989–19 JANUARY 1993***

- Deputy Secretary of Defense, 2 March 2001–1 May 2005 (see profile in part IV, *Deputy Secretaries of Defense*)

FRANK T. WISNER ***6 JULY 1993–9 JUNE 1994***

- Joined Foreign Service in 1961
- Under Secretary of State for International Security Affairs, 1992–1993

WALTER B. SLOCOMBE 15 SEPTEMBER 1994–19 JANUARY 2001

- Principal Deputy Assistant Secretary of Defense (International Security Affairs) and director, DoD SALT task force, 1977–1979
- Deputy Under Secretary for Policy Planning, 1979–1981
- Principal Deputy Under Secretary (Policy), 1993–1994

DOUGLAS J. FEITH 16 JULY 2001–8 AUGUST 2005

- National Security Council staff, 1981–1982
- Special counsel to Assistant Secretary of Defense (International Security Affairs), 1982–1984
- Deputy Assistant Secretary of Defense (Negotiations Policy), 1984–1986
- Practicing attorney, 1986–2001

ERIC S. EDELMAN 9 FEBRUARY 2006–20 JANUARY 2009

- Career Foreign Service officer
- Ambassador to the Republic of Finland, 1998–2001
- Principal Deputy Assistant to the Vice President for National Security Affairs, 2001–2003
- Ambassador to Turkey, 2003–2005

MICHÈLE FLOURNOY 9 FEBRUARY 2009–30 JANUARY 2012

- Principal Deputy Assistant Secretary of Defense (Strategy and Threat Reduction) and Deputy Assistant Secretary of Defense (Strategy), 1993–1998
- Research professor at Institute for National Strategic Studies, National Defense University, 1998–2000
- Member of the Defense Policy Board and the Defense Science Board Task Force on Transformation, 1998–2001
- Senior Advisor, Center for Strategic and International Studies, 2000–2006
- President and Co-Founder, Center for a New American Security, 2007–2009

JAMES N. MILLER, Jr. (Acting) 1 FEBRUARY–23 MAY 2012

JAMES N. MILLER, JR. 24 MAY 2012–8 JANUARY 2013

- Professional staff, House Armed Services Committee, 1988–1992
- Professor, Duke University, 1992–1997

- Deputy Assistant Secretary of Defense (Requirements, Plans, and Counterproliferation Policy), 1997–2000
- Senior vice president, Center for a New American Security, 2007–2009
- Principal Deputy Under Secretary (Policy), 2009–2012

CHRISTINE WORMUTH ***23 JUNE 2014–PRESENT***

- Principal Deputy Assistant Secretary for Homeland Defense and Americas Security Affairs, 2009-2010
- Special Assistant to the President and Senior Director for Defense Policy and Strategy, 2010-2012
- Deputy Under Secretary of Defense for Strategy, Plans and Force Development, 2012-2013

VI. Assistant Secretaries of Defense

The number, titles, and duties of the Assistant Secretaries, with or without specific statutory designation, have changed over the years as needs or interests demanded. The current Assistant Secretary positions are listed alphabetically by current title in section A of this part, with their direct lineal predecessor positions (if any) listed therein chronologically. Positions that are no longer at an Assistant Secretary level but were originally so ranked are included in section B, *Former Assistant Secretary of Defense Positions*.

A. **Current Assistant Secretary of Defense Positions**

There currently are 14 Assistant Secretary positions:

1. Acquisition
2. Asian and Pacific Security Affairs
3. Health Affairs
4. Homeland Defense and Global Security
5. International Security Affairs
6. Legislative Affairs
7. Logistics and Materiel Readiness
8. Nuclear, Chemical, and Biological Defense Programs
9. Operational Energy Plans and Programs
10. Readiness and Force Management
11. Research and Engineering
12. Reserve Affairs
13. Special Operations and Low-intensity Conflict
14. Strategy, Plans, and Capabilities

1. ***Acquisition***

Position established by Section 906(b) of NDAA FY10, PL 111–84 (28 October 2009) to serve as principal adviser to the Secretary of Defense and the Under Secretary of Defense for Acquisition, Technology, and Logistics on matters relating to acquisition.

Katrina G. McFarland (Acting)	October 2011–24 May 2012
Katrina G. McFarland	24 May 2012–Present

2. ***Asian and Pacific Security Affairs***

The position was created and defined as a result of the reorganization of the Office of the Under Secretary of Defense (Policy) announced in September 2006. It was formerly a position at the Deputy Assistant Secretary of Defense level under the Assistant Secretary of Defense (International Security Affairs).

The Assistant Secretary of Defense (Asian and Pacific Security Affairs) is the principal adviser to the Under Secretary of Defense (Policy) and the Secretary of Defense on international security strategy and policy issues of interest to DoD that relate to the governments and defense establishments of the nations and international organizations within the Asia-Pacific region. Also responsible for oversight of security cooperation programs and foreign military sales programs within the regions under its supervision, in close cooperation with U.S. Pacific Command and U.S. Central Command. Represents the Department of Defense in interagency policy deliberations and international negotiations related to the Asia-Pacific region.

James J. Shinn	19 December 2007–14 November 2008
Mitchell Shivers (Acting)	14 November 2008–20 January 2009
Wallace Gregson	13 May 2009–1 April 2011
Peter Lavoy (Acting)	2 April 2011–8 May 2012
Mark W. Lippert	9 May 2012–24 April 2013
Peter R. Lavoy (Acting)	1 May 2013–10 January 2014
Kelly E. Magsamen (Acting)	28 January 2014–Present

3. ***Health Affairs***

Chairman, Armed Forces Medical Policy Council

Position established in 1949.

Dr. Raymond B. Allen	5 July 1949–30 September 1949
Dr. Richard L. Meiling	1 October 1949–2 January 1951
Dr. William R. Lovelace	1 July 1951–31 March 1952
Dr. Melvin A. Casberg	1 April 1952–31 March 1953

Reorganization Plan No. 6 (1953) abolished the council. The new position of Assistant to the Secretary of Defense (Health Affairs) assumed the functions.

Assistant to the Secretary of Defense (Health Affairs)

Dr. Melvin A. Casberg	1 April 1953–2 August 1953

Position title changed to Assistant Secretary of Defense (Health and Medical) on 3 August 1953, and some functions transferred to the Assistant Secretary of Defense (Manpower). (See part VI.B.6, *Former Assistant Secretary of Defense Positions, Manpower*.)

Dr. Melvin A. Casberg	3 August 1953–27 January 1954
Dr. Frank B. Berry	28 January 1954–31 January 1961

Position abolished on 31 January 1961, and functions transferred to Assistant Secretary of Defense (Manpower).

Assistant Secretary of Defense (Health and Environment)

Position established on 23 June 1970 by DoD Directive 5136.1 after Congress (PL 91–121, 19 November 1969) designated one Assistant Secretary position for health affairs.

Dr. Louis M. Rousselot	22 July 1970–1 July 1971
Dr. Richard S. Wilbur	27 July 1971–1 September 1973
Dr. James R. Cowan	19 February 1974–1 March 1976
Vernon McKenzie (Acting)	2 March 1976–8 March 1976

On 22 January 1976, the position title changed to Assistant Secretary of Defense (Health Affairs).

Assistant Secretary of Defense (Health Affairs)

The Secretary is responsible for overall supervision of the health and medical affairs of DoD. Serves as the principal staff assistant and adviser to the Secretary of Defense for all DoD health policies, programs, and activities, exercising oversight of all DoD health resources. Reports to the Under Secretary of Defense for Personnel and Readiness. Serves also as Director of TRICARE Management Activity.

Dr. Robert N. Smith	30 August 1976–7 January 1978
Vernon McKenzie (Acting)	8 January 1978–14 August 1979
Dr. John Moxley III	14 September 1979–9 August 1981
Dr. John Beary (Acting)	10 August 1981–24 September 1983
Vernon McKenzie (Acting)	25 September 1983–17 November 1983
Dr. William Mayer	18 November 1983–21 April 1989
Dr. Enrique Mendez	5 March 1990–20 January 1993
Dr. Edward D. Martin (Acting)	20 January 1993–23 March 1994
Dr. Stephen C. Joseph	23 March 1994–31 March 1997
Dr. Edward D. Martin (Acting)	1 April 1997–26 May 1998
Dr. Sue Bailey	26 May 1998–10 August 2000
Dr. William Winkenwerder, Jr.	29 October 2001–12 April 2007
Dr. S. Ward Casscells	16 April 2007–29 April 2009
Dr. Charles Rice (*Performing the duties of*)	21 March 2010–6 September 2010
Dr. Jonathan Woodson	10 January 2011–Present

4. ***Homeland Defense and Global Security***

This position was created as the Assistant Secretary of Defense (Homeland Defense) by the Bob Stump National Defense Authorization Act for FY 2003, PL 107–314 (2 December 2002). The Secretary's principal duty is the overall supervision of DoD homeland defense activities, reporting to the Under Secretary of Defense for Policy.

As a result of the reorganization of the Office of the Under Secretary of Defense (Policy) announced in September 2006, the position was renamed Assistant Secretary of Defense (Homeland Defense and Americas' Security Affairs), connoting its responsibilities for North and South American security issues.

Paul F. McHale*	7 February 2003–20 January 2009
Paul N. Stockton	1 June 2009–22 January 2013
VACANT	

*McHale was called to active duty by the Marine Corps and deployed to Afghanistan December 2006–July 2007. No one was formally named as acting ASD in his absence.

In order to comply with Section 906 of the National Defense Authorization Act for Fiscal Year 2010, Secretary Hagel eliminated the Assistant Secretary of Defense (Global Security Affairs) position. Responsibility for cyberspace, space, and countering weapons of mass destruction policies were transferred to Homeland Defense and the position was renamed Assistant Secretary of Defense (Homeland Defense and Global Security) when the nominee was confirmed.

Eric Rosenbach	23 September 2014–Present

5. ***International Security Affairs***

Assistant to the Secretary of Defense (International Security Affairs)

Between 1947 and 1949, one of the three Special Assistants to the Secretary of Defense, positions established by the National Security Act of 1949, PL 80–253 (26 July 1947), handled international security affairs. In 1949, the Secretary of Defense created the position of Assistant to the Secretary of Defense for International Security Affairs.

John H. Ohly	27 March 1949–1 December 1949
Maj. Gen. James H. Burns	6 December 1949–27 August 1951
Frank C. Nash	28 August 1951–10 February 1953

Position changed in 1953 to Assistant Secretary of Defense (International Security Affairs), based on Reorganization Plan No. 6, 30 June 1953, authorizing six new Assistant Secretaries of Defense.

Assistant Secretary of Defense (International Security Affairs)

Responsible for the formulation and coordination of international security strategy and policy. Reported to the Under Secretary of Defense (Policy) when that office came into existence in 1977. Its scope of responsibility narrowed and changed over the years as

DoD established other Assistant Secretaries of Defense within Policy beginning with the Assistant Secretary of Defense (International Security Policy) in 1981.

Frank C. Nash	11 February 1953–28 February 28 1954
H. Struvel Hensel	5 March 1954–30 June 1955
Gordon Gray	14 July 1955–27 February 1957
Mansfield D. Sprague	28 February 1957–3 October 1958
John N. Irwin II	4 October 1958–20 January 1961
Paul H. Nitze	29 January 1961–29 November 1963
William P. Bundy	29 November 1963–14 March 1964
John T. McNaughton	1 July 1964–19 July 1967
Paul C. Warnke	1 August 1967–15 February 1969
G. Warren Nutter	4 March 1969–30 January 1973
Lawrence Eagleburger (Acting)	31 January 1973–10 May 1973
Robert C. Hill	11 May 1973–5 January 1974
Vice Adm. Ray Peet (Acting)	6 January 1974–1 April 1974
Amos A. Jordan (Acting)	2 April 1974–4 June 1974
Robert Ellsworth	5 June 1974–22 December 1975
Amos A. Jordan (Acting)	23 December 1975–5 May 1976
Eugene V. McAuliffe	6 May 1976–1 April 1977
David E. McGiffert	4 April 1977–20 January 1981
Francis J. West, Jr.	4 April 1981–1 April 1983
Richard L. Armitage (Acting)	2 April 1983–5 June 1983
Richard L. Armitage	5 June 1983–5 June 1989
Henry S. Rowen	26 June 1989–31 July 1991
James R. Lilley	12 December 1991–20 January 1993

Position abolished in 1993, with some functions transferred to the Assistant Secretary of Defense for Regional Security Affairs. (See part VI.B.8, *Former Assistant Secretary of Defense Positions, Security Policy*.) It was reestablished in 1994.

Charles Freeman	11 April 1994–14 September 1994
Joseph S. Nye, Jr.	15 September 1994–16 December 1995
Franklin D. Kramer	29 March 1996–16 February 2001
Peter W. Rodman	16 July 2001–2 March 2007
Mary Beth Long (Acting)	2 March 2007–21 December 2007
Mary Beth Long	21 December 2007–20 January 2009
Alexander R. Vershbow	7 April 2009–10 February 2012
Joseph McMillan (Acting)	11 February 2012–23 May 2012
Derek H. Chollet	24 May 2012–Present

6. ***Legislative Affairs***

Special Assistant (Legal and Legislative Affairs)

Position established at creation of the National Military Establishment (Department of Defense) in 1947 when the first Secretary of Defense assigned the responsibility to one of three Special Assistants.

Marx Leva	18 September 1947–11 September 1949

Position then assigned to one of three Assistant Secretaries authorized by the 1949 amendments to the National Security Act, PL 81–216 (10 August 1949), and retitled Assistant Secretary of Defense (Legal and Legislative Affairs).

Assistant Secretary of Defense (Legal and Legislative Affairs)

Marx Leva	12 September 1949–1 May 1951
Daniel K. Edwards	3 May 1951–19 November 1951
Charles A. Coolidge	20 November 1951–31 December 1952

Position abolished in 1953. Functions divided and transferred to General Counsel and to Assistant Secretary of Defense (Legislative and Public Affairs). (See part VI.B.5, *Former Assistant Secretary of Defense Positions, Legislative and Public Affairs*.)

Assistant to the Secretary of Defense (Legislative Affairs)

Brig. Gen. Clarence J. Hauck, Jr.	April 1957–April 1959
George W. Vaughan	April 1959–March 1960
Brig. Gen. James D. Hittle	March 1960–November 1960
Norman S. Paul	25 January 1961–30 June 1962
David E. McGiffert	8 August 1962–30 June 1965
Jack L. Stempler	13 December 1965–4 January 1970
Richard G. Capen, Jr.	5 January 1970–1 May 1971
Rady A. Johnson	2 May 1971–10 March 1973
Col. George L.J. Dalferes (Acting)	17 March 1973–17 April 1973

Position redesignated Assistant Secretary of Defense (Legislative Affairs) on 11 April 1973.

Assistant Secretary of Defense (Legislative Affairs)

John O. Marsh	17 April 1973–15 February 1974
John M. Maury	12 April 1974–28 February 1976
William K. Brehm	19 March 1976–20 January 1977

Position redesignated Assistant to the Secretary of Defense (Legislative Affairs) on 23 March 1977.

Assistant to the Secretary of Defense (Legislative Affairs)

Jack L. Stempler	23 March 1977–19 January 1981

Position redesignated Assistant Secretary of Defense (Legislative Affairs) in 1981 by DoD Directive 5142.1, 2 July 1982.

Assistant Secretary of Defense (Legislative Affairs)

Russell A. Rourke	6 May 1981–8 December 1985
M.D.B. Carlisle	4 August 1986–28 April 1989
David J. Gribbin III	22 May 1989–18 January 1993

Position redesignated Assistant to the Secretary of Defense (Legislative Affairs) in 1993.

Assistant to the Secretary of Defense (Legislative Affairs)

Sandra K. Stuart	1 August 1993–15 September 1994

Position redesignated Assistant Secretary of Defense (Legislative Affairs) in 1994. The National Defense Authorization Act for FY94, PL 103–160, 30 November 1993, gave statutory standing to this position.

Assistant Secretary of Defense (Legislative Affairs)

The principal staff assistant to the Secretary of Defense for DoD relations with members of Congress and congressional liaison for testimony at congressional hearings**.** Coordinates the Department's legislative program.

Sandra K. Stuart	15 September 1994–27 February 1999
John K. Veroneau (Acting)	2 March 1999–10 November 1999
John K. Veroneau	10 November 1999–16 February 2001
Powell A. Moore	4 May 2001–December 2004
Daniel B. Stanley (Acting)	December 2004–30 June 2005
Daniel B. Stanley	30 June 2005–January 2006
Robert L. Wilkie (Acting)	31 January 2006–29 September 2006
Robert L. Wilkie	29 September 2006–20 January 2009
Elizabeth L. King	7 May 2009–Present

7. ***Logistics and Materiel Readiness***

The National Defense Authorization Act for FY00, PL 106–65 5 October 1999), created the position of Deputy Under Secretary of Defense for Logistics and Materiel Readiness as a second Deputy Under Secretary reporting to the Under Secretary of Defense (Acquisition, Technology, and Logistics). Congress intended to emphasize the importance of these functions by making this position the top adviser to the Secretary of Defense and the Under Secretary of Defense (Acquisition, Technology, and Logistics) on logistics and materiel readiness issues. Position retitled from Deputy Under Secretary of Defense (Logistics and Materiel Readiness) in NDAA FY10, PL 111–84 (28 October

2009), as part of an overall effort to limit the number of Deputy Under Secretary positions.

Roger W. Kallock	15 September 2000–19 January 2001
Diane Morales	17 July 2001–2 January 2004
Phillip Jackson Bell	8 August 2005–28 April 2009
Alan F. Estevez	8 August 2011–29 October 2013
VACANT	

8. ***Nuclear, Chemical, and Biological Defense Programs***

Chairman, Military Liaison Committee

Committee established by the Atomic Energy Act of 1946, PL 79–585, 1 August 1946. Amendments to the Atomic Energy Act of 1949, PL 81–347, 11 October 1949, provided that the President appoint the Chairman, with advice and consent of the Senate, and that the Secretary of Defense designate committee members.

Lt. Gen. Lewis H. Brereton, USAF	17 July 1947–30 March 1948
Donald F. Carpenter	8 April 1948–21 September 1948
William Webster	22 September 1948–30 September 1949
Robert LeBaron	1 October 1949–1 August 1954

Assistant to the Secretary of Defense for Atomic Energy

From 13 April 1953, the Chairman of the Military Liaison Committee also served as Assistant to the Secretary of Defense for Atomic Energy.

Herbert B. Loper	9 August 1954–14 July 1961
Gerald W. Johnson	11 August 1961–15 September 1963
William J. Howard	2 January 1964–15 June 1966
Carl Walske	3 October 1966–15 April 1973
Donald R. Cotter	16 October 1973–17 March 1978
James P. Wade, Jr.	8 August 1978–14 June 1981
James P. Wade, Jr. (Acting)	15 June 1981–5 June 1982
Richard Wagner	6 June 1982–1 April 1986
Robert B. Barker	18 October 1986–14 November 1986

The National Defense Authorization Act for FY87, PL 99–661, 14 November 1986, abolished the Military Liaison Committee and established the Nuclear Weapons Council, but the position of Assistant to the Secretary of Defense (Atomic Energy) continued. The National Defense Authorization Act for Fiscal Years 1988–1989, PL 100–180, 4 December 1987, formally established the position in law.

Robert B. Barker	14 November 1986–29 May 1992
John Birely (Acting)	29 May 1992–6 May 1993
Harold P. Smith, Jr.	1 June 1993–10 March 1996

Assistant to the Secretary of Defense (Nuclear, Chemical, and Biological Defense Programs)

The National Defense Authorization Act for FY96, PL 104–106, 10 February 1996, redesignated the Assistant to the Secretary of Defense (Atomic Energy) as Assistant to the Secretary of Defense (Nuclear, Chemical, and Biological Defense Programs), effective 22 February 1996. See change 1 to DoD Directive 5134.8, 11 March 1996.

Harold P. Smith, Jr.	11 March 1996–31 January 1998
Dale E. Klein	15 November 2001–30 June 2006
VACANT	

Assistant Secretary of Defense (Nuclear, Chemical, and Biological Defense Programs)

Section 905 of NDAA FY09, PL 110–147 (14 October 2008), modified the status of this position to be equivalent to that of an Assistant Secretary of Defense. Section 901 of NDAA FY11 (PL 111–383) changed the title to Assistant Secretary of Defense.

Andrew C. Weber	19 May 2009–Present

9. ***Operational Energy Plans and Programs***

The position was established by Congress in Section 902 of NDAA FY09, PL 110–417 (14 October 2008). The Assistant Secretary is to lead, oversee, and be accountable for operational energy plans and programs within DoD and the military services, as well as establish, coordinate, and implement the Department's operational energy strategy and advise the Secretary and Deputy Secretary regarding operational energy plans, programs, and policy. Congress further elaborated on the activities and subordination of this office in Section 903 of NDAA FY10, PL 111–84 (28 October 2009).

Sharon E. Burke	25 June 2010–9 May 2014
VACANT	

10. ***Readiness and Force Management***

The Deputy Secretary of Defense established this position in a memorandum of May 23, 2011. The Assistant Secretary of Defense (Readiness and Force Management) is responsible for developing policies, providing advice, and making recommendations to the Under Secretary and Principal Under Secretary of Defense (Personnel and Readiness) and the Secretary in the areas of civilian and military personnel policy, readiness of the force, and military community and family policy. Additionally, the Assistant Secretary of Defense is responsible for allocating assigned resources and providing oversight of

subordinate activities, including the Department of Defense Education Activity and the Defense Commissary Agency.

Lynn C. Simpson (*Performing the duties of*)	April 2010–April 2011
Frederick E. Vollrath	18 April 2013–15 June 2014

11. ***Research and Engineering***

Chairman, Research and Development Board

Established by the National Security Act of 1947.

Vannevar Bush	30 September 1947–14 October 1948
Karl T. Compton	15 October 1948–14 March 1950
William Webster	15 March 1950–31 July 1951
Walter G. Whitman	1 August 1951–29 June 1953

Board dissolved according to the provisions of Reorganization Plan No. 6 of 1953, and functions transferred to the following two positions:

Assistant Secretary of Defense (Research and Development)

Donald A. Quarles	1 September 1953–14 August 1955
Clifford C. Furnas	1 December 1955–15 February 1957

Assistant Secretary of Defense (Applications Engineering)

Frank D. Newbury	18 August 1953–17 March 1957

The Assistant Secretary positions for Research and Development and Applications Engineering were combined in March 1957 to become the Assistant Secretary of Defense (Research and Engineering).

Assistant Secretary of Defense (Research and Engineering)

Frank D. Newbury	18 March 1957–17 May 1957
Paul D. Foote	10 September 1957–31 October 1958

The Defense Reorganization Act of 1958 retitled this position as the Director of Defense Research and Engineering. While a director-level position typically is lower in status than an Assistant Secretary of Defense, in this case the redesignation signaled an upgrade in status.

Director of Defense Research and Engineering

Herbert F. York	30 December 1958–30 April 1961
Harold Brown	8 May 1961–30 September 1965

John S. Foster, Jr.	1 October 1965–21 June 1973
Malcolm R. Currie	21 June 1973–20 January 1977
William J. Perry	11 April 1977–21 October 1977

The position of Director of Defense Research and Engineering was redesignated Under Secretary of Defense for Research and Engineering in 1977 (see part V.A, *Under Secretaries of Defense, Acquisition, Technology, and Logistics*).

Assistant Secretary of Defense (Research and Technology)

When established in 1984, the Assistant Secretary of Defense (Research and Technology) reported to the Under Secretary of Defense for Research and Engineering, then beginning in 1986 to the Under Secretary of Defense (Acquisition).

Robert S. Cooper	6 August 1984–6 July 1985
Robert C. Duncan	5 August 1986–21 December 1987

The Military Retirement Reform Act (PL 99–384, 1 July 1986) reestablished the position of Director of Defense Research and Engineering. This office was filled in December 1987 when the position of Assistant Secretary of Defense (Research and Technology) was abolished.

Director of Defense Research and Engineering

This position reports to the Under Secretary of Defense (Acquisition, Technology, and Logistics).

Robert C. Duncan	21 December 1987–20 November 1989
Charles M. Herzfeld	12 March 1990–8 May 1991
Victor Reis	3 December 1991–30May 1993
Anita Jones	1 June 1993–23 May 1997
Hans M. Mark	1 July 1998–10 May 2001
Ronald M. Sega	4 August 2001–3 August 2005
John J. Young, Jr.	2 November 2005–June 2008

Assistant Secretary of Defense (Research and Engineering)

The National Defense Authorization Act signed on 7 January 2011 set forth a number of redesignated positions within DoD. This included changing the Director of Defense Research and Engineering to the Assistant Secretary of Defense for Research and Engineering, with responsibility to provide strategic guidance and coordination for science and technology investment across the Department.

Alan Shaffer (Acting)	1 December 2012–Present

12. ***Reserve Affairs***

Position mandated by the Department of Defense Authorization Act, 1984, PL 98–94, 24 September 1983, with functions transferred from the disestablished Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) on 1 October 1983. (See part VI.B.6, *Former Assistant Secretary of Defense Positions, Manpower*.) Responsibilities established by DoD Directive 5125.1, 12 January 1984. The Assistant Secretary of Defense (Reserve Affairs) is the principal staff assistant and adviser on Reserve Affairs to the Under Secretary of Defense (Personnel and Readiness) and to the Secretary and Deputy Secretary of Defense. The Assistant Secretary of Defense (Reserve Affairs) reports directly to the Under Secretary of Defense (Personnel and Readiness) and exercises authority, direction, and control over the National Committee for Employer Support of the Guard and Reserve.

James H. Webb, Jr.	3 May 1984–10 April 1987
Stephen M. Duncan	26 October 1987–20 January 1993
Deborah R. Lee	1 June 1993–11 April 1998
Charles L. Cragin (Acting)	12 April 1998–31 May 2001
Thomas F. Hall	9 October 2002–8 April 2009
Dennis M. McCarthy	25 June 2009–1 June 2011
David L. McGinnis (Acting)	1 June 2011–24 May 2012
Jessica L. Wright	24 May 2012–31 December 2012
Richard Wightman, Jr. (Acting)	January 2013–Present

13. ***Special Operations and Low-Intensity Conflict***

Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict)

Position mandated by NDAA FY87, PL 99–661 (14 November 1986) and officially established on 4 January 1988 by DoD Directive 5138.3. Assisted Under Secretary of Defense (Policy) in development of policy and plans for low-intensity conflict activities and special operations, including civil affairs and psychological operations.

Charles S. Whitehouse	13 July 1988–12 July 1989
Seth Cropsey (Acting)	13 July 1989–18 October 1989
James R. Locher	19 October 1989–19 June 1993
H. Allen Holmes	18 November 1993–30 April 1999
Brian E. Sheridan	7 May 1999–12 January 2001
Thomas W. O'Connell	25 July 2003–17 April 2007
Michael G. Vickers	23 July 2007–17 March 2011
Michael Lumpkin (Acting)	18 March 2011–19 December 2011
Michael G. Sheehan	20 December 2011–25 August 2013
Michael Lumpkin	19 November 2013–Present

Position renamed Assistant Secretary of Defense (Special Operations/Low-Intensity Conflict and Interdependent Capabilities) as part of the reorganization of the Office of the Under Secretary of Defense (Policy) announced in September 2006. Major responsibilities of the office were realigned to include strategic capabilities, force transformation, and major budget programs, in addition to special operations and low-intensity conflict. The title reverted to Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict) with Change 2 to DoD Directive 5110.10, dated 21 October 2011.

14. ***Strategy, Plans, and Capabilities***

Position was established on 9 January 2015, replacing the Deputy Under Secretary of Defense (Strategy, Plans, and Forces). In addition, the Assistant Secretary of Defense (Strategy, Plans, and Capabilities) assumed responsibility for security cooperation and nuclear and missile defense policy missions that were previously managed by the Assistant Secretary of Defense (Special Operations/Low Intensity Conflicts) and Assistant Secretary of Defense (Global Security Affairs).

Robert Scher	16 December 2014–Present

B. **Former Assistant Secretary of Defense Positions**

These positions are grouped by function for ease of finding comparable positions that may or may not have similar names.

1. ***Administration***

Assistant Secretary of Defense (Administration and Public Affairs)

Position established as one of the three Assistant Secretary posts authorized by the amendments to the National Security Act, PL 81–216, 10 August 1949.

Paul H. Griffith	12 September 1949–15 November 1950

Position abolished in 1950 and duties assigned to the Assistant Secretary of Defense (Manpower). (See item 6 in this section, *Manpower*.)

Assistant Secretary of Defense (Administration)

Position established 1 July 1964.

Solis Horwitz	1 July 1964–29 January 1969
Robert F. Froehlke	30 January 1969–30 June 1971
David O. Cooke (Acting)	30 June 1971–3 November 1971

Position abolished on 3 November 1971. Functions transferred to newly created offices of Deputy Assistant Secretary of Defense (Comptroller) for Administration and

Assistant Secretary of Defense (Intelligence). (For Assistant Secretary of Defense [Intelligence], see item 3 in this section, *Command, Control, Communications, and Intelligence.*)

Deputy Assistant Secretary of Defense (Comptroller) for Administration

David O. Cooke	4 November 1971–23 May 1988

Position changed on 24 May 1988 to Director of Administration and Management, per DoD Directive 5105.53.

Director of Administration and Management

Coordinates administration and organizational matters Department-wide. Functioned also as Director, Washington Headquarters Services (established by DoD Directive 5110.4, 1 October 1977) from 1977 into 2002, when the Director of WHS became a separate billet. The Director of WHS may serve concurrently as the Deputy Director of Administration and Management (DoD Directive 5105.53, 26 February 2008).

David O. Cooke	24 May 1988–22 June 2002
Raymond F. DuBois	1 October 2002 (assumed duties); Officially appointed 18 June 2003–May 2005
Michael B. Donley	9 May 2005–21 June 2008
Michael L. Rhodes (Acting)	21 June 2008–25 March 2010
Michael L. Rhodes	25 March 2010–Present

2. ***Civil Defense***

Assistant Secretary of Defense (Civil Defense)

Reorganization Plan No. 1 of 1958, 1 July 1958, transferred to the President the civil defense functions formerly assigned to the Federal Civil Defense Administration. The President delegated these functions to the Secretary of Defense by Executive Order 10952, 20 July 1961. Position created 31 August 1961, and abolished 1 April 1964.

Steuart L. Pittman	20 September 1961–1 April 1964

The Office of Civil Defense moved to the Secretary of the Army in 1964. The Defense Civil Preparedness Agency then assumed responsibility for civil defense. When Reorganization Plan No. 3, 19 June 1978, led to the dissolution of this agency on 15 July 1979, the director of the new Federal Emergency Management Agency assumed responsibility for civil defense.

3. *Command, Control, Communications, and Intelligence*

Assistant to the Secretary of Defense (Telecommunications)

Position established in May 1970.

Louis A. deRosa	August 1970–May 1971

Assistant Secretary of Defense (Telecommunications)

Position established 11 January 1972, replacing position of Assistant to the Secretary of Defense (Telecommunications).

Eberhardt Rechtin (Acting)	14 January 1972–15 February 1972
Eberhardt Rechtin	15 February 1972–29 September 1973
David L. Solomon (Acting)	30 September 1973–17 January 1974

Position abolished 17 January 1974, and functions transferred to Director, Telecommunications and Command and Control Systems, by DoD Directive 5135.1.

Assistant Secretary of Defense (Intelligence)

Position established 3 November 1971, with some functions transferred from Assistant Secretary of Defense (Administration). (See item 1 in this section, *Administration*.)

Albert C. Hall	9 November 1971–25 March 1976

Additional designation of Director of Defense Intelligence added 20 July 1976. Position abolished on 11 March 1977.

Director, Telecommunications and Command and Control Systems

David L. Solomon (Acting)	17 January 1974–18 February 1974
Thomas C. Reed	19 February 1974–2 January 1976
Richard Shriver	10 February 1976–20 January 1977

Position abolished on 11 March 1977, with the establishment of the position of Assistant Secretary of Defense (Command, Control, Communications, and Intelligence).

Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)

Position established by DoD Directive 5137.1, 11 March 1977, replacing positions of Director, Telecommunications and Command and Control Systems and Assistant Secretary of Defense (Intelligence)/Director of Defense Intelligence. The Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)

also served as Principal Deputy Under Secretary of Defense for Research and Engineering, effective 21 October 1977.

Gerald P. Dinneen	4 April 1977–20 January 1981

In March 1981, the position was retitled Deputy Under Secretary of Defense for Command, Control, Communications, and Intelligence.

Deputy Under Secretary of Defense for Command, Control, Communications, and Intelligence

Donald C. Latham	26 July 1981–16 August 1984

This position was officially reestablished as an Assistant Secretary of Defense by DoD Directive 5137.1, 2 April 1985.

Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)

The position was mandated by the Department of Defense Authorization Act of 1984, PL 98–94 (24 September 1983).The Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) was principal staff officer to the Secretary of Defense in his role as executive for the National Communications System. DoD Directive 5137.1 (12 February 1992) set forth his responsibilities in establishing and implementing information management policies. Directed the Defense Information Systems Agency, the Defense Intelligence Agency, and the Defense Security Service. Subsequent directives enlarged the areas of supervision.

Donald C. Latham	16 August 1984–6 July 1987
Thomas P. Quinn (Acting)	18 July 1987–23 May 1988
Gordon A. Smith	24 May 1988–12 May 1989
Thomas P. Quinn (Acting)	13 May 1989–19 November 1989
Duane Andrews	20 November 1989–20 January 1993
Emmett Paige, Jr.	10 June 1993–23 May 1997
Arthur L. Money (Senior Civilian Official)	20 February 1998–5 October 1999
Arthur L. Money	5 October 1999–7 April 2001
John P. Stenbit	7 August 2001–8 May 2003

Assistant Secretary of Defense (Networks and Information Integration)

The title of Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) changed to Assistant Secretary of Defense (Networks and Information Integration) in May 2003. As of 11 January 2012, the Assistant Secretary of Defense (Networks and Information Integration) position was disbanded and its authorities, responsibilities, personnel, and resources were transferred to the DoD Chief Information

Officer. The Defense Information Systems Agency reports to the Chief Information Officer.

John P. Stenbit	8 May 2003–6 March 2004
Linton Wells II (Acting)	6 March 2004–14 November 2005
John Grimes	14 November 2005–30 April 2009
Cheryl Roby (Acting)	1 May 2009–26 October 2010
Teresa M. Takai	26 October 2010–11 January 2012

4. ***Comptroller***

Assistant Secretary of Defense (Comptroller)

The position originally was one of three Assistant Secretaries of Defense created by the 1949 amendments to the National Security Act of 1947. The Comptroller is the chief Defense Department official for budgetary and fiscal matters and the Chief Financial Officer. The function was previously performed by one of three special assistants created by the National Security Act of 1947.

Wilfred J. McNeil	12 September 1949–1 November 1959
Franklin B. Lincoln	2 December 1959–20 January 1961
Charles J. Hitch	17 February 1961–31 July 1965
Robert N. Anthony	10 September 1965–31 July 1968
Robert C. Moot	1 August 1968–9 January 1973
Don R. Brazier (Acting)	10 January 1973–20 January 1973
Terence E. McClary	21 June 1973–31 August 1976
Fred P. Wacker	1 September 1976–29 February 1980
Jack R. Borsting	12 August 1980–31 December 1982
John R. Quetsch (Acting)	1 January 1983–23 February 1983
Vincent Puritano	24 February 1983–30 May 1984
John R. Quetsch (Acting)	31 May 1984–14 August 1984
Robert W. Helm	16 August 1984–1 October 1986

The position was designated Department of Defense Comptroller in 1986 by the Goldwater-Nichols Department of Defense Reorganization Act with the same status as an Assistant Secretary, although not so titled.

Department of Defense Comptroller

Responsibilities included direction of the Defense Contract Agency and the Defense Finance and Accounting Service in addition to budget and contract responsibilities.

Robert W. Helm	1 October 1986–1 September 1988
Clyde O. Glaister	17 October 1988–22 May 1989
Sean O'Keefe	22 May 1989–7 July 1992

Donald B. Shycoff (Acting)	8 July 1992–2 April 1993
Alice Maroni (Acting)	6 May 1993–26 October 1993
John J. Hamre	26 October 1993–5 September 1994

In 1989, the Defense Comptroller was elevated to the level of an Under Secretary. (For the successor organization, see part V.B, *Under Secretary of Defense, Comptroller/Chief Financial Officer*.)

5. ***Public Affairs***

Assistant to the Secretary (Director, Office of Public Information)

Position established by the Secretary of Defense on 14 July 1948.

Harold B. Hinton	19 July 1948–12 March 1949
William Frye	12 March 1949–19 February 1950
Osgood Roberts (Acting)	20 February 1950–24 January 1951
Clayton Fritchey	25 January 1951–1 June 1952
Andrew H. Berding	1 July 1952–18 November 1953

Assistant Secretary of Defense (Legislative and Public Affairs)

Position redesignated Assistant Secretary of Defense (Legislative and Public Affairs) as a result of Reorganization Plan No. 6, 30 June 1953, which increased the number of Assistant Secretaries of Defense, and Defense Directive 5122.1, 22 September 1953. (See part VI.B.5, *Former Assistant Secretary of Defense Positions, Legislative and Public Affairs*.)

Frederick A. Seaton	15 September 1953–20 February 1955
Robert Tripp Ross	15 March 1955–20 February 1957

Position abolished in 1957. Functions divided and transferred to Assistant Secretary of Defense (Public Affairs) and Assistant to the Secretary of Defense (Legislative Affairs). See DoD Directive 5105.13, 10 August 1957.

Assistant Secretary of Defense (Public Affairs)

Position established by Deputy Secretary of Defense memo, 21 February 1957. See DoD Directive 5105.13, 10 August 1957.

Murray Snyder	21 March 1957–20 January 1961
Arthur Sylvester	20 January 1961–3 February 1967
Philip G. Goulding	28 February 1967–20 January 1969
Daniel Z. Henkin (Acting)	20 January 1969–25 May 1969

Daniel Z. Henkin	25 May 1969–20 January 1973
Jerry W. Friedheim (Acting)	20 January 1973–13 April 1973
Jerry W. Friedheim	13 April 1973–20 September 1974
William Beecher (Acting)	21 September 1974–11 February 1975
Joseph Laitin	12 February 1975–19 December 1975
William I. Greener, Jr.	21 December 1975–31 July 1976
M. Alan Woods	6 August 1976–21 January 1977
Thomas B. Ross	7 March 1977–20 January 1981
Henry E. Catto, Jr.	22 May 1981–16 September 1983
Benjamin Welles (Acting)	17 September 1983–1 November 1983
Mary Lou Sheils (Acting)	2 November 1983–22 November 1983
Michael I. Burch	23 November 1983–22 June 1985
Fred Hoffman (Acting)	23 June 1985–1 October 1985
Robert B. Sims	18 October 1985–20 September 1987
Fred Hoffman (Acting)	21 September 1987–2 February 1988
J. Daniel Howard	3 February 1988–21 March 1989
Louis A. Williams	22 May 1989–20 January 1993

Position title changed to Assistant to the Secretary of Defense for Public Affairs on 22 January 1993. Confirmed by DoD Directive 5122.5, 2 December 1993.

Assistant to the Secretary of Defense for Public Affairs

Vernon A. Guidry, Jr.	22 January 1993–18 July 1993
Kathleen deLaski	19 July 1993–5 August 1994
Kenneth H. Bacon	20 September 1994–29 March 1996

Position title changed to Assistant Secretary of Defense (Public Affairs) in DoD Directive 5122.5, 29 March 1996, after the National Defense Authorization Act for FY 1995, PL 103–337 (5 October 1994), increased the number of Assistant Secretaries from 10 to 11.

Assistant Secretary of Defense (Public Affairs)

Principal staff adviser and assistant to the Secretary of Defense for DoD public information, internal information, the Freedom of Information Act, mandatory declassification review and clearance of DoD information for public release, community relations, information training, and audiovisual matters. Exercises direction, authority, and control over the Defense Media Activity.

Kenneth H. Bacon	29 March 1996–19 January 2001
Victoria Clarke	22 May 2001–20 June 2003
Lawrence Di Rita (Acting)	10 August 2003–22 September 2005
J. Dorrance Smith	5 January 2006–20 January 2009
Price Floyd (*Performing the duties of*)	Dates not established
Douglas B. Wilson	11 February 2010–31 March 2012

6. ***Manpower***

Assistant Secretary of Defense (Manpower and Personnel)

Secretary of Defense George C. Marshall established this position in late 1950, when he abolished the position of Assistant Secretary of Defense (Administration and Public Affairs). In September 1955, the position was redesignated Assistant Secretary of Defense (Manpower, Personnel, and Reserve), and in 1961, Assistant Secretary of Defense (Manpower). PL 90–168, the Reserve Forces Bill of Rights and Vitalization Act, 1 January 1968, changed the title to Assistant Secretary of Defense (Manpower and Reserve Affairs).

Anna M. Rosenberg	15 November 1950–20 January 1953
John A. Hannah	11 February 1953–31 July 1954
Carter L. Burgess	24 September 1954–22 January 1957
William H. Francis	19 April 1957–24 May 1958
Charles O. Finucane	15 July 1958–19 January 1961
Carlisle P. Runge	17 February 1961–30 July 1962
Norman S. Paul	8 August 1962–30 September 1965
Thomas D. Morris	1 October 1965–31 August 1967
Alfred B. Fitt	21 December 1967–20 February 1969
Roger T. Kelley	3 March 1969–1 June 1973
Carl W. Clewlow (Acting)	1 June 1973–1 September 1973
William K. Brehm	1 September 1973–18 March 1976
David P. Taylor	2 July 1976–12 February 1977

The Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) assumed all functions of the position on 22 April 1977, DoD Directive 5124.1, 20 April 1977. This canceled DoD Directive 5120.27, establishing an Assistant Secretary of Defense (Manpower and Reserve Affairs), and DoD Directive 5126.22, establishing the Assistant Secretary of Defense (Installations and Logistics). (See part VI.B.9, *Former Assistant Secretary of Defense Positions, Supply, Logistics, and Installations*.)

Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics)

John P. White	12 May 1977–31 October 1978
Robert B. Pirie, Jr.	17 June 1979–20 January 1981
Lawrence J. Korb	4 May 1981–12 January 1984

Position title was changed, with Reserve Affairs functions transferred to Assistant Secretary of Defense (Reserve Affairs), on 1 October 1983. Installations and logistics transferred to the new Assistant Secretary of Defense (Acquisition and Logistics), established 5 July 1985. (See part VI.B.9, *Former Assistant Secretary of Defense Positions, Supply, Logistics, and Installations*.)

Assistant Secretary of Defense (Manpower, Installations, and Logistics)

Lawrence J. Korb	12 January 1984–5 July 1985

New title became Assistant Secretary of Defense (Force Management and Personnel), with position assuming only manpower duties on 5 July 1985.

Assistant Secretary of Defense (Force Management and Personnel)

Position established by DoD Directive 5124.2, 13 March 1985. Responsible for military and civilian manpower training, family matters, and review of manpower requirements, both military and civilian. Exercised direction of equal opportunity matters.

Lawrence J. Korb	5 July 1985–31 August 1985
Chapman B. Cox	7 December 1985–8 July 1987
Grant S. Green	3 February 1988–5 March 1989
Christopher Jehn	20 November 1989–20 January 1993
Edwin Dorn	2 July 1993–16 March 1994

The National Defense Authorization Act for Fiscal Year 1994, PL 103–160 (30 November 1993), established the position of Under Secretary of Defense (Personnel and Readiness) and abolished the position of Assistant Secretary of Defense (Force Management and Personnel). DoD Directive 5124.2, 17 March 1994, spelled out the Under Secretary's duties, including authority over the Assistant Secretaries for Health Affairs and Reserve Affairs.

Assistant Secretary of Defense (Force Management Policy)

Established on 7 July 1994 as the Assistant Secretary of Defense (Force Management) under Personnel and Readiness, the title changed to Force Management Policy by DoD Directive No. 5124.5, 31 October 1994.

Frederick F.Y. Pang	11 October 1994–15 November 1997
Francis M. Rush, Jr. (Acting)	15 November 1997–12 November 1999
Alphonso Maldon, Jr.	12 November 1999–19 January 2001
Charles S. Abell	8 May 2001–14 November 2002

The position was abolished in November 2002 when the new Deputy Under Secretary of Defense (Personnel and Readiness) took office.

7. ***Research and Engineering***

The Deputy Director of Defense Research and Engineering was designated an Assistant Secretary of Defense from 19 May 1961 to 15 July 1965.

John H. Rubel	19 May 1961–15 June 1963
Eugene G. Fubini	3 July 1963–15 July 1965

8. ***Security Policy***

Assistant Secretary of Defense (Regional Security Affairs)

Established on 6 July 1993 by DoD Directive 5111.7. Principal assistant and adviser to the Under Secretary of Defense (Policy) for the coordination of regional security strategy and policy and political-military policy on issues relating to foreign governments and their defense establishments, excluding states of the former Soviet Union.

Charles Freeman	6 July 1993–11 April 1994

The title of this position reverted to Assistant Secretary of Defense (International Security Affairs) on 11 April 1994 (see part VI.A.6, *Current Assistant Secretary of Defense Positions, International Security Affairs*).

Assistant Secretary of Defense (International Security Policy)

New position created in April 1981. Position responsible for disarmament, arms control, and all political-military activity involving NATO, other European countries, and the Soviet Union. Assumed these responsibilities from the Assistant Secretary of Defense (International Security Affairs). Reported to the Under Secretary of Defense (Policy).

Richard N. Perle	5 August 1981–8 May 1987
Ronald F. Lehman	18 February 1988–11 May 1989
Stephen J. Hadley	23 June 1989–20 January 1993

Position abolished in 1993, with some functions assigned to the new Assistant Secretary of Defense (Nuclear Security and Counterproliferation). Position reestablished in 1994.

Ashton B. Carter	13 June 1994–14 September 1996
Franklin C. Miller (Acting)	14 September 1996–1998
Jack D. Crouch II	6 August 2001–31 October 2003
Peter C.W. Flory	2 August 2005–December 2006

Position abolished in 2006 with responsibilities reassigned to other Assistant Secretaries of Defense.

Assistant Secretary of Defense (Nuclear Security and Counterproliferation)

Ashton B. Carter	30 June 1993–13 June 1994

Position established on 6 July 1993 by DoD Directive 5111.5 to replace the Assistant Secretary of Defense (International Security Policy). The title of this position

reverted on 13 June 1994 to Assistant Secretary of Defense (International Security Policy), reporting to the Under Secretary of Defense (Policy).

Assistant Secretary of Defense (Global Security Affairs)

New position reporting to the Under Secretary of Defense (Policy) as a result of reorganization of the Office of the Under Secretary of Defense (Policy) announced in September 2006 and implemented by August 2007. Although its responsibilities apparently were never enshrined in a directive, the office focused on building the defense capabilities of partners and allies, coalition affairs, technology security policy, security cooperation, counternarcotics, counterproliferation, detainee affairs, and prisoner of war/missing in action issues. DOD Directive 2060.02, 19 April 2007, describes the responsibilities of the Assistant Secretary of Defense (Global Security Affairs) for responses to weapons of mass destruction incidents. Position renamed Assistant Secretary of Defense (Global Strategic Affairs) and altered in scope in 2009.

Joseph A. Benkert	23 July 2008–20 January 2009
Michael Nacht	7 May 2009–20 May 2010
Kenneth Handelman (Acting)	21 May 2010–1 August 2011
Madelyn R. Creedon	2 August 2011–23 July 2014

The position was abolished in 2014. The functions of the office were transferred to the Assistant Secretary of Defense (Homeland Security and Global Security) on 23 September 2014.

Assistant Secretary of Defense (Strategy and Threat Reduction)

Position established on 6 July 1993, as Assistant Secretary of Defense (Strategy, Requirements, and Resources). The title subsequently changed to Assistant Secretary of Defense (Strategy and Requirements) in March 1995 and then to Assistant Secretary of Defense (Strategy and Threat Reduction) in February 2000. Primarily responsible for defense strategy and ensuring that DoD's resource allocation, force structure development, weapons acquisition planning, and budgeting process support the strategy. Position dropped in 2001.

Edward L. Warner	1 June 1993–29 September 2000

Assistant Secretary of Defense (Policy and Plans)

Position established 6 July 1993 and disestablished 15 March 1994.

Graham Allison	6 August 1993–15 March 1994

9. ***Supply, Logistics, and Installations***

Chairman, Munitions Board

The National Security Act of 1947 established this position.

Thomas J. Hargrave	30 September 1947–20 September 1948
Donald F. Carpenter	21 September 1948–30 June 1949
Hubert E. Howard	25 November 1949–18 September 1950
John D. Small	16 November 1950–20 January 1953

Reorganization Plan No. 6, 30 June 1953, abolished the Munitions Board and transferred its functions to the Secretary of Defense and through him to the Assistant Secretary of Defense (Applications Engineering) (see part VI.B.7, *Former Assistant Secretary of Defense Positions*, *Research and Engineering*) and the Assistant Secretary of Defense (Supply and Logistics).

Director of Installations

Position created by PL 82–534, 14 July 1952.

Frank Creedon	25 August 1952–29 June 1953

Position abolished by Reorganization Plan No. 6, 30 June 1953, and functions transferred to Assistant Secretary of Defense (Properties and Installations).

Assistant Secretary of Defense (Properties and Installations)

Franklin G. Floete	3 August 1953–4 March 1956
Floyd S. Bryant	2 May 1956–20 January 1961

Assistant Secretary of Defense (Supply and Logistics)

Position established following Reorganization Plan No. 6, 30 June 1953, when Munitions Board was abolished.

Charles S. Thomas	5 August 1953–2 May 1954
Thomas P. Pike	3 May 1954–27 June 1956
E. Perkins McGuire	28 December 1956–20 January 1961

This position and that of Assistant Secretary of Defense (Properties and Installations) combined to form the position of Assistant Secretary of Defense (Installations and Logistics), announced earlier but officially established on 30 January 1961 in DoD Directive 5126.22.

Assistant Secretary of Defense (Installations and Logistics)

Thomas D. Morris	29 January 1961–11 December 1964
Paul R. Ignatius	23 December 1964–31 August 1967
Thomas D. Morris	1 September 1967–1 February 1969
Barry J. Shillito	1 February 1969–1 February 1973
Arthur I. Mendolia	21 June 1973–31 March 1975
John J. Bennett (Acting)	1 April 1975–9 February 1976
Frank A. Shrontz	10 February 1976–19 January 1977

Position abolished on 22 April 1977. Acquisition functions transferred to the Director of Defense Research and Engineering and other responsibilities transferred to Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), changing to Assistant Secretary of Defense (Manpower, Installations, and Logistics). In 1985, the new Assistant Secretary of Defense (Acquisition and Logistics) assumed the installation and logistics functions.

Assistant Secretary of Defense (Development and Support)

Established officially by DoD Directive 5129.4, 25 November 1984, and abolished when Assistant Secretary of Defense (Acquisition and Logistics) was established.

James P. Wade	6 August 1984–5 July 1985

Assistant Secretary of Defense (Acquisition and Logistics)

Position announced on 29 January 1985; authorized by DoD Directive 5128.1, 19 November 1985.

James P. Wade	5 July 1985–3 November 1986
Robert B. Costello	13 March 1987–15 April 1987

This position was disestablished in April 1987 and replaced by Assistant Secretary of Defense (Production and Logistics).

Assistant Secretary of Defense (Production and Logistics)

Principal staff assistant for the Under Secretary of Defense (Acquisition and Technology) in areas of his responsibility. Coordinated with Under Secretary of Defense (Policy) on agreements with foreign countries.

Robert B. Costello	15 April 1987–17 December 1987
Jack Katzen	28 March 1988–8 January 1990
Colin McMillan	5 March 1990–11 December 1992

As a result of reorganization of the office of the Under Secretary of Defense (Acquisition and Technology), an Assistant Secretary (Economic Security) position was

established, per memorandum of 19 May 1993, replacing the position of Assistant Secretary of Defense (Production and Logistics).

Assistant Secretary of Defense (Economic Security)

Position established 7 September 1993, replacing the Assistant Secretary of Defense (Production and Logistics). The position reported to the Under Secretary of Defense (Acquisition and Technology).

Joshua Gotbaum	20 May 1994–25 December 1995

DoD Directive 5134.7, 5 April 1996, cancelled DoD Directive 5134.7, 21 August 1995, stating that the directive for this position has served the "purpose for which it was intended and is no longer required."

VII. Specified Officials*

Over time Congress has created a number of senior positions that fall in rank between the Under Secretaries of Defense and the Assistant Secretaries of Defense as well as a number of positions that are non-Presidentially Appointed Senate-Confirmed (PAS) principal staff assistants to the Secretary of Defense. For the sake of simplicity, these positions are listed together in this section. The Deputy Chief Management Officer is first in order of seniority under the statute governing the composition of OSD and under Executive Order 13533 (1 March 2010), which establishes the order of succession within DoD. The relative seniority of the other positions differs between the statute, the order of succession, and their respective executive pay level, so the order of the list below does not reflect precedence for any of these purposes.

***Not comprehensive; listing order does not reflect order of succession*

A. ***Deputy Chief Management Officer of the Department of Defense***

This position was established by NDAA FY08, PL 110–181 (28 January 2008). The Deputy Secretary of Defense serves as the Chief Management Officer of the Department of Defense and is assisted in this capacity by a Deputy Chief Management Officer. The Secretary shall assign such duties and authorities to the Deputy Chief Management Officer as are necessary for that official to assist the Chief Management Officer to effectively and efficiently organize the business operations of the Department of Defense. The office stood up 9 October 2008 and is governed by DOD Directive 5105.82, 17 October 2008. Congress further stipulated in Section 904 of NDAA FY09, PL 110–417 (14 October 2008) that the Deputy Chief Management Officer should serve as Vice Chairman of the Defense Business Management Committee and act as Chairman in the Deputy Secretary's absence. The Deputy Chief Management Officer ranks in precedence just after the Under Secretaries and is paid at the same rate (Level III of the Executive Schedule).

Elizabeth A. McGrath	22 June 2010–30 November 2013
Kevin Scheid (Acting)	1 December 2013–23 May 2014
Dave Tillotson (Acting)	27 May 2014–Present

B. ***Principal Deputy Under Secretary (Acquisition, Technology, and Logistics)***

Established as a statutory position, originally named Deputy Under Secretary of Defense (Acquisition) by NDAA FY87, PL 99–661 (14 November 1986). Later, reflecting the change in the title of the Under Secretary of Defense (Acquisition), this official became the Deputy Under Secretary of Defense (Acquisition and Technology). The position was designated Principal Deputy Under Secretary (Acquisition, Technology, and Logistics) by DoD Directive 5134.14 (29 December 2010).

Milton Lohr	3 October 1988–12 May 1989
Donald J. Yockey	12 March 1990–3 December 1990
Donald C. Fraser	4 December 1991–13 January 1993
Noel Longuemare, Jr.	18 November 1993–21 November 1997
David Oliver	1 June 1998–14 July 2001
Michael W. Wynne	17 July 2001–3 November 2005
James I. Finley	March 2006–20 January 2009
Frank Kendall	5 March 2010–24 May 2012
Alan F. Estevez (Acting)	4 June 2012–29 October 2013
Alan F. Estevez	30 November 2013–Present

C. ***Principal Deputy Under Secretary (Comptroller)***

Position established by law as one of five Principal Deputy Under Secretary of Defense positions in NDAA FY10, PL 11–84 (28 October 2009).

Michael J. McCord	22 June 2010–26 June 2014
VACANT	

D. ***Principal Deputy Under Secretary (Intelligence)***

Position established by law as one of five Principal Deputy Under Secretary of Defense positions in NDAA FY10, PL 11–84 (28 October 2009).

Thomas A. Ferguson	April 2007–September 2013
Marcel Lettre	1 November 2013–Present

E. ***Principal Deputy Under Secretary (Personnel and Readiness)***

Position established by NDAA FY02, PL 107–107 (28 December 2001). DoD Directive 5124.8, 16 July 2003, added the word Principal to this official title.

Charles S. Abell	14 November 2002–2006
Michael L. Dominguez	11 July 2006–20 January 2009
William J. Carr (Acting)	2009–2010
Jo Ann Rooney	2 June 2011–24 May 2012
Laura Junor	31 July 2014–Present

F. ***Principal Deputy Under Secretary (Policy)***

Established by the National Defense Authorization Act for 1992–1993, PL 102–190 (5 December 1991). Designated Principal Deputy Under Secretary by DoD Directive 5111.3 (8 December 1999).

I. Lewis Libby	12 August 1992–10 January 1993
Walter B. Slocombe	1 June 1993–14 September 1994
Jan M. Lodal	3 October 1994–30 September 1998
James M. Bodner	1 October 1998–19 January 2001
Stephen A. Cambone	25 July 2001–1 July 2002
Christopher Ryan Henry	7 February 2003–August 2008
James N. Miller, Jr.	8 April 2009–24 May 2012
Kathleen H. Hicks	24 May 2012–2 July 2013
Brian McKeon	28 July 2014–Present

G. ***General Counsel of the Department of Defense***

Position established by title by Reorganization Plan No. 6 of 1953 and by DoD Directive 5145.1, 24 August 1953. Position derived from one of the original three Special Assistants to the Secretary (1947) and the Assistant Secretary of Defense (Legal and Legislative Affairs), 1949–1953.

General Counsel serves as the chief legal officer of DoD, advising both the Secretary and Deputy Secretary of Defense on all legal matters and services. Develops the Department's legislative program, establishes policy on specific legal problems, maintains repository for all international agreements of the Department, and serves as director of the Defense Legal Services Agency.

H. Struve Hensel	17 August 1953–4 March 1954
Wilber M. Brucker	23 April 1954–20 July 1955
Mansfield D. Sprague	6 October 1955–27 February 1957
Robert Dechert	28 February 1957–15 July 1959
J. Vincent Burke, Jr.	14 September 1959–20 January 1961
Cyrus R. Vance	29 January 1961–30 June 1962
John T. McNaughton	5 July 1962–25 June 1964
Paul C. Warnke	3 October 1966–31 July 1967
Leonard Niederlehner (Acting)	1 August 1967– 19 August 1970
J. Fred Buzhardt, Jr.	20 August 1970–4 January 1974
Martin R. Hoffmann	14 March 1974–5 August 1975
Leonard Niederlehner (Acting)	6 August 1975–1 January 1976
Richard A. Wiley	2 January 1976–15 January 1977
Deanne C. Siemer	28 April 1977–15 October 1979
Togo D. West, Jr.	1 February 1980–20 January 1981
William Howard Taft IV	2 April 1981–2 February 1984
Chapman B. Cox	3 May 1984–16 December 1985
H. Lawrence Garrett III	5 February 1986–6 August 1987
Kathleen A. Buck	12 November 1987–30 December 1988
Terrence O'Donnell	30 October 1989–6 March 1992
David S. Addington	12 August 1992–20 January 1993

Jamie S. Gorelick	5 May 1993–17 March 1994
Judith A. Miller	29 September 1994–7 November 1999
Douglas A. Dworkin	14 June 2000–19 January 2001
William J. Haynes II	24 May 2001–10 March 2008
Jeh C. Johnson	9 February 2009–31 December 2012
Robert Taylor (Acting)	1 January 2013–27 October 2013
Stephen W. Preston	28 October 2013–Present

H. ***Inspector General of the Department of Defense***

The Department of Defense Authorization Act of 1983, PL 97–252, 8 September 1982, and DoD Directive 5106.1, 14 March 1983, established the Office of the Department of Defense Inspector General. This position replaced the office of Assistant to the Secretary of Defense for Review and Oversight, established in April 1981 to check fraud, waste, and abuse in procurement. That position and the Defense Audit Service, created in 1976, were dissolved when the Office of the Inspector General began operations in May 1983.

The Inspector General is an independent official who coordinates policies and makes recommendations to further economy and efficiency in administration. The Inspector General keeps the Secretary of Defense and Congress informed about problems relating to the administration of programs and the possibility of corrective action following investigation.

Joseph H. Sherick	2 May 1983–3 June 1986
Derek Vander Schaaf (Acting)	3 June 1986–13 November 1987
June Gibbs Brown	13 November 1987–20 October 1989
Derek Vander Schaaf (Acting)	20 October 1989–28 November 1989
Susan J. Crawford	28 November 1989–19 November 1991
Derek Vander Schaaf (Acting)	19 November 1991–28 February 1995
Eleanor J. Hill	1 March 1995–30 April 1999
Donald Mancuso (Acting)	1 May 1999–26 January 2000
Joseph E. Schmitz	2 April 2002–9 September 2005
Claude M. Kicklighter	30 April 2007–2 July 2008
Gordon S. Heddell (Acting)	2 July 2008–10 July 2009
Gordon S. Heddell	10 July 2009–24 December 2011
Lynne M. Halbrooks (Acting)	25 December 2011–21 June 2012
Jon T. Rymer	17 September 2013–Present

I. ***Director of Cost Assessment and Program Evaluation***

Assistant Secretary of Defense (Systems Analysis)

New Assistant Secretary position established on 10 September 1965.

Alain C. Enthoven	10 September 1965–20 January 1969
Ivan Selin (Acting)	31 January 1969–30 January 1970
Gardiner L. Tucker	30 January 1970–30 March 1973

Position title changed to Director of Defense Program Analysis and Evaluation on 11 April 1973.

Director, Defense Program Analysis and Evaluation

Leonard Sullivan	21 May 1973–11 February 1974

Position title changed to Assistant Secretary of Defense (Program Analysis and Evaluation).

Assistant Secretary of Defense (Program Analysis and Evaluation)

Leonard Sullivan	11 February 1974–13 March 1976

Position title changed to Director for Planning and Evaluation on 18 May 1976.

Director for Planning and Evaluation

Edward C. Aldridge, Jr.	18 May 1976–11 March 1977

Position designated Assistant Secretary of Defense (Program Analysis and Evaluation) on 28 April 1977.

Assistant Secretary of Defense (Program Analysis and Evaluation)

Russell Murray II	28 April 1977–20 January 1981

Position title changed to Director of Program Analysis and Evaluation in May 1981.

Director of Program Analysis and Evaluation

David S.C. Chu	19 May 1981–13 July 1988

Position designated Assistant Secretary of Defense (Program Analysis and Evaluation) on 13 July 1988 (DoD Directive 5141.1, 1 February 1989).

Assistant Secretary of Defense (Program Analysis and Evaluation)

Provides economic analyses of defense programs and examines implications of manpower resources on specific force structure plans. Studies security assistance programs and allied and foreign military requirements and capabilities of forces, materiel basing, and nuclear requirements.

David S.C. Chu	13 July 1988–20 January 1993

Position designated Director of Program Analysis and Evaluation on 25 June 1993.

Director of Program Analysis and Evaluation

William J. Lynn	25 June 1993–19 November 1997
Robert R. Soule	1 July 1998–27 April 2001
Barry D. Watts	1 May 2001–1 July 2002
Stephen A. Cambone	1 July 2002–7 March 2003
Kenneth J. Krieg	23 July 2003–6 June 2005
Bradley M. Berkson*	6 June 2005–29 September 2009

*Berkson was dual-hatted as Director of Program Analysis and Evaluation and Assistant Secretary of Defense (Logistics and Materiel Readiness).

Director, Cost Assessment and Program Evaluation

The Director of Program Analysis and Evaluation was replaced by Director, Cost Assessment and Program Evaluation as mandated by the Weapons System Acquisition Reform Act (PL 111–23), signed into law 22 May 2009, and further implemented by Under Secretary of Defense (Acquisition, Technology, and Logistics) Directive-Type Memorandum 09–027, Implementation of the Weapons System Acquisition Reform Act of 2009 (4 December 2009).

Christine H. Fox	30 September 2009–28 June 2013
Jamie Morin	25 June 2014–Present

J. ***Director of Operational Test and Evaluation***

Position established 24 September 1983 by the Department of Defense Authorization Act, 1984, PL 98–94 (24 September 1983), and by DoD Directive 5141.2, 2 April 1984. Director is the principal staff assistant and adviser to the Secretary of Defense on operational test and evaluation matters, ensuring effectiveness and suitability of U.S. weapon systems and equipment.

John E. Krings	18 April 1985–30 June 1989
Robert C. Duncan	22 November 1989–20 January 1993
Lee Frame (Acting)	21 January 1993–30 September 1994
Philip E. Coyle III	3 October 1994–19 January 2001
Thomas P. Christie	17 July 2001–31 January 2005
David W. Duma (Acting)	1 February 2005–26 July 2006
Charles E. McQueary	27 July 2006–31 May 2009
David W. Duma (Acting)	1 June 2009–22 September 2009
J. Michael Gilmore	23 September 2009–Present

K. ***Assistant to the Secretary of Defense for Intelligence Oversight***

Position established in 1982 to assume the responsibilities of the Inspector General for Intelligence: to provide the Secretary of Defense independent oversight of all intelligence, counterintelligence, and intelligence-related activities in the Department of Defense. According to DoD Directive 5148.11, the Assistant ensures that all activities performed by intelligence, counterintelligence, and intelligence-related units are conducted in accordance with Federal law, Executive Orders, DoD directives, regulations, and policies.

Werner E. Michel	(dates of tenure not verified)
Walter Jajko	26 March 1995–26 October 1997
George B. Lotz II	16 August 1998–31 May 2005
William Dugan (Acting)	September 2005–26 September 2009
Michael H. Decker	27 September 2009–Present

L. ***Director of Administration and Management***

See section VI.B.1.

M. ***Director of Net Assessment***

Position established in 1973 to serve as the principal staff assistant and adviser to the Secretary and Deputy Secretary of Defense on net assessment matters. According to Defense Directive 5111.11, the Director shall develop and coordinate net assessments of the standing, trends, and future prospects of U.S. military capabilities and military potential in comparison with those of other countries or groups of countries so as to identify emerging or future threats or opportunities for the United States.

Andrew Marshall	16 November 1973–5 January 2015

N. ***Department of Defense Chief Information Officer***

The CIO is the principal staff assistant and adviser to the Secretary of Defense and Deputy Secretary of Defense on the policy and oversight of information resources management, to include matters related to information technology, network defense, and network operations. (See also section VI.B.3.)

Terry Halvorsen III (Acting)	21 May 2014–Present

VIII. Secretaries of the Military Departments

The National Security Act of 1947 established three military departments—the Department of the Army (renaming of the former War Department), the Department of the Navy (comprised of the Navy and Marine Corps), and the newly created Department of the Air Force. All three were executive departments, each headed by a Secretary. The amendments of 1949 (PL 81–216, 10 August 1949) changed the status of the departments from "executive" to "military," the Secretaries thus giving up their seats in the Cabinet and the National Security Council. On 31 December 1958, the Secretary of Defense issued DoD Directive 5100.1 establishing two command lines, one for operational direction of the armed forces through the JCS to unified and specified commands and the second for the direction of support activities through the Secretaries of the military departments.

A. **Army**

KENNETH C. ROYALL ***18 SEPTEMBER 1947–27 APRIL 1949***

- Served in U.S. Army in World Wars I and II
- Practicing lawyer, 1919–1942
- Under Secretary of War, 9 November 1945–18 July 1947
- Secretary of War, 19 July 1947–17 September 1947

GORDON GRAY ***20 JUNE 1949–12 APRIL 1950***

- Served in U.S. Army, 1942–1945
- Publishing and radio, 1935–1947
- Assistant Secretary of the Army, 1947–1949
- Special Assistant to the President, 1950

FRANK PACE, JR. ***12 APRIL 1950–20 JANUARY 1953***

- Served in U.S. Army Air Forces, 1942–1946
- Assistant Director and then Director of the Bureau of the Budget, 1948–1950

ROBERT T. STEVENS ***4 FEBRUARY 1953–20 JULY 1955***

- Served in U.S. Army in World Wars I and II
- J.P. Stevens and Company, Inc., 1921–1942, 1945–1953

WILBER M. BRUCKER ***21 JULY 1955–20 JANUARY 1961***

- Served with National Guard on Mexican border in 1916 and with U.S. Army in World War I
- Practicing lawyer
- Governor of Michigan, 1930–1932
- Counsel of the Department of Defense, 1954–1955

ELVIS J. STAHR, JR. ***24 JANUARY 1961–30 JUNE 1962***

- Served in U.S. Army in World War II
- Practicing lawyer
- Special Assistant to Secretary of the Army, 1951–1952
- President, University of West Virginia, 1959–1961

CYRUS R. VANCE ***5 JULY 1962–27 JANUARY 1964***

- Deputy Secretary of Defense, 28 January 1964–30 June 1967 (see profile in part IV, *Deputy Secretaries of Defense*)

STEPHEN AILES ***28 JANUARY 1964–1 JULY 1965***

- Practicing lawyer
- Counsel to U.S. Economic Mission to Greece, 1947
- Under Secretary of the Army, 1961–1964

STANLEY R. RESOR ***5 JULY 1965–30 JUNE 1971***

- Served in U.S. Army, 1942–1945
- Practicing lawyer
- Under Secretary of the Army, April–July 1965
- Under Secretary of Defense (Policy), 1978–1979

ROBERT F. FROEHLKE ***1 JULY 1971–14 MAY 1973***

- Served in U.S. Army, 1943–1946
- Assistant Secretary of Defense (Administration), 1969–1971

HOWARD H. CALLAWAY ***15 MAY 1973–3 JULY 1975***

- Served in U.S. Army in Korea, 1949–1952
- Member of Congress from Georgia, 1965–1967

MARTIN R. HOFFMANN ***5 AUGUST 1975–13 FEBRUARY 1977***

- Served in U.S. Army, 1954–1956
- General Counsel of the Department of Defense, 1974–1975

CLIFFORD L. ALEXANDER, JR. ***14 FEBRUARY 1977–20 JANUARY 1981***

- Practicing lawyer
- Special Assistant to the President, 1964–1965
- Chairman of the Equal Employment Opportunity Commission, 1967–1969

PERCY A. PIERRE (Acting) ***21–30 JANUARY 1981***

JOHN O. MARSH, JR. ***30 JANUARY 1981–13 AUGUST 1989***

- Served in U.S. Army, 1944–1947
- Member of Congress from Virginia, 1963–1971
- Assistant Secretary of Defense for Legislative Affairs, 1973–1974
- Assistant to the Vice President, 1974
- Counselor to the President, 1974–1977

MICHAEL P.W. STONE ***14 AUGUST 1989–20 JANUARY 1993***

- Sterling Vineyards, 1968–1982
- Director of U.S. Mission in Cairo, 1982–1984
- Under Secretary of the Army, 1988–1989

JOHN W. SHANNON (Acting) ***20 JANUARY 1993–26 AUGUST 1993***

- Concurrently Under Secretary of the Army and Acting Secretary of the Army

GORDON R. SULLIVAN (Acting) 28 AUGUST 1993–21 NOVEMBER 1993

- Concurrently Chief of Staff of the Army and Acting Secretary of the Army

TOGO D. WEST, JR. 22 NOVEMBER 1993–4 MAY 1997

- Served in U.S. Army, 1969–1973
- Associate Deputy Attorney, Department of Justice, 1975–1976
- General Counsel of the Department of the Navy, 1977–1979
- Special Assistant to the Secretary and Deputy Secretary of Defense, 1979–1980
- General Counsel, 1980–1981

ROBERT M. WALKER (Acting) 2 JANUARY 1998–2 JULY 1998

- Concurrently Under Secretary of the Army and Acting Secretary of the Army

LOUIS CALDERA 2 JULY 1998–20 JANUARY 2001

- Served in U.S. Army, 1978–1983
- Practicing lawyer
- California State Assemblyman, 1992–1997
- Managing director and chief operating officer, Corporation for National Service, 1997–1998

GREGORY R. DAHLBERG (Acting) 20 JANUARY 2001–4 MARCH 2001

- Concurrently Under Secretary of the Army and Acting Secretary of the Army

JOSEPH W. WESTPHAL (Acting) 5 MARCH 2001–31 MAY 2001

- Assistant Secretary of the Army (Civil Works), 1998–2001

THOMAS E. WHITE 31 MAY 2001–9 MAY 2003

- Served in U.S. Army, 1967–1990
- Enron Corporation, 1990–2001

R. LES BROWNLEE (Acting) ***10 MAY 2003–18 NOVEMBER 2004***

- Served in U.S. Army, 1962–1984
- Staff, Senate Armed Services Committee, 1987–2001
- Under Secretary of the Army, 2001–2004

FRANCIS J. HARVEY ***19 NOVEMBER 2004–9 MARCH 2007***

- Westinghouse Corporation, 1969–1997

PRESTON M. GEREN ***16 JULY 2007–21 SEPTEMBER 2009***

- Practicing lawyer
- Member of U.S. House of Representatives from Texas, 1989–1997
- Special Assistant to Secretary of Defense, 2001–2005
- Acting Secretary of the Air Force, 29 July 2005–November 2005
- Under Secretary of the Army, 2006–2007
- Acting Secretary of the Army, March 2007–16 July 2007

JOHN M. McHUGH ***21 SEPTEMBER 2009–PRESENT***

- Member of U.S. House of Representatives from New York, 1992–2009

B. **Navy**

JOHN L. SULLIVAN ***18 SEPTEMBER 1947–24 MAY 1949***

- Served in U.S. Navy in World War I
- Assistant Secretary of the Treasury, 1940–1944
- Assistant Secretary of the Navy for Air, 1945–1946
- Under Secretary of the Navy, 1946–1947

FRANCIS P. MATTHEWS ***25 MAY 1949–30 JULY 1951***

- Practicing lawyer and business executive
- Ambassador to Ireland

DAN A. KIMBALL ***31 JULY 1951–3 FEBRUARY 1953***

- U.S. Army Air Service in World War I

- Assistant Secretary of the Navy for Air, 9 March 1949–24 March 1949
- Under Secretary of the Navy, 1949–1951

ROBERT B. ANDERSON ***4 FEBRUARY 1953–2 MAY 1954***

- Deputy Secretary of Defense, 3 May 1954–4 August 1955 (see profile in part IV, *Deputy Secretaries of Defense*)

CHARLES S. THOMAS ***3 MAY 1954–31 MARCH 1957***

- Special Assistant to the Secretary of the Navy, 1942–1945
- Under Secretary of the Navy, 9 February 1953–5 August 1953
- Assistant Secretary of Defense (Supply and Logistics), 1953–1954

THOMAS S. GATES, JR. ***1 APRIL 1957–7 JUNE 1959***

- Secretary of Defense, 2 December 1959–20 January 1961(see profile in part III, *Secretaries of Defense*)

WILLIAM B. FRANKE ***8 JUNE 1959–20 JANUARY 1961***

- Special Assistant to the Secretary of Defense, 1951–1952
- Assistant Secretary of the Navy (Financial Management), 1954–1957
- Under Secretary of the Navy, 1957–1959

JOHN B. CONNALLY ***25 JANUARY 1961–20 DECEMBER 1961***

- Served in U.S. Navy, 1942–1946
- Governor of Texas, 1963–1969

FRED H. KORTH ***4 JANUARY 1962–1 NOVEMBER 1963***

- Served in U.S. Army, 1942–1946
- Assistant Secretary of the Army, 1952–1953
- Consultant to the Secretary of the Army, 1953–1960

PAUL H. NITZE ***29 NOVEMBER 1963–30 JUNE 1967***

- Deputy Secretary of Defense,1 July 1967–20 January 1969 (see profile in part IV, *Deputy Secretaries of Defense*)

CHARLES F. BAIRD (Acting) ***1 JULY 1967–31 AUGUST 1967***

- Assistant Secretary of the Navy (Financial Management and Comptroller), 1966–1967
- Under Secretary of the Navy, 1967–1969

PAUL R. IGNATIUS ***1 SEPTEMBER 1967–24 JANUARY 1969***

- Served in U.S. Navy, 1943–1946
- Assistant Secretary of the Army (Installations and Logistics), 1961–1964
- Under Secretary of the Army, 1964
- Assistant Secretary of Defense (Installations and Logistics), 1964–1967

JOHN H. CHAFEE ***31 JANUARY 1969–4 MAY 1972***

- Served in U.S. Marine Corps, 1942–1945, 1951–1952
- Governor of Rhode Island, 1963–1969

JOHN W. WARNER ***4 MAY 1972–8 APRIL 1974***

- Served in U.S. Navy, 1944–1946, and U.S. Marine Corps, 1950–1952
- Under Secretary of the Navy, 1969–1972
- Administrator of the American Revolution Bicentennial Administration, 1974–1976

J. WILLIAM MIDDENDORF II ***10 JUNE 1974–20 JANUARY 1977***

- Served in U.S. Navy, 1945–1946
- Ambassador to the Netherlands, 1969–1973

W. GRAHAM CLAYTOR, JR. ***14 FEBRUARY 1977–26 JULY 1979***

- Deputy Secretary of Defense, 24 August 1979–16 January 1981 (see profile in part IV, *Deputy Secretaries of Defense*)

EDWARD HIDALGO ***27 JULY 1979–29 JANUARY 1981***

- Served in U.S. Navy, 1942–1946
- Special Assistant to Secretary of the Navy, 1945–1946, 1965–1966
- Assistant Secretary of the Navy for Manpower, Reserve Affairs, and Logistics, 1977–1979

JOHN F. LEHMAN, JR. ***5 FEBRUARY 1981–10 APRIL 1987***

- Special counsel and senior staff member, National Security Council, 1969–1974, and counsel, National Security Council, 1974–1975
- Deputy Director, U.S. Arms Control and Disarmament Agency, 1975–1977

JAMES H. WEBB, JR. ***10 APRIL 1987–23 FEBRUARY 1988***

- Served in the U.S. Marine Corps, 1968–1972
- Assistant Secretary of Defense (Reserve Affairs), 1984–1987

WILLIAM L. BALL III ***24 MARCH 1988–15 MAY 1989***

- Served in U.S. Navy, 1969–1975
- Assistant Secretary of State for Legislative Affairs, 1985–1986
- Assistant to the President, 1986–1988

H. LAWRENCE GARRETT III ***15 MAY 1989–26 JUNE 1992***

- Enlisted in U.S. Navy, 1961; retired as commander, 1981
- Assistant Counsel to the President, 1981, and Associate Counsel, 1983–1986
- General Counsel of the Department of Defense, 1986–1987
- Under Secretary of the Navy, 1987–1989

SEAN O'KEEFE ***16 DECEMBER 1992–20 JANUARY 1993***

- Department of Defense Comptroller, 1989–1992
- Acting Secretary of the Navy, 7 July 1992–16 December 1992

JOHN H. DALTON ***22 JULY 1993–16 NOVEMBER 1998***

- Served in U.S. Navy, 1964–1969
- Federal Home Loan Bank Board, 1979–1981

RICHARD DANZIG ***16 NOVEMBER 1998–20 JANUARY 2001***

- Deputy Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), 1978–1979
- Principal Deputy Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), 1979–1981
- Under Secretary of the Navy, 1993–1997

GORDON R. ENGLAND ***24 MAY 2001–24 JANUARY 2003***

- Deputy Secretary of Defense, 13 May 2005–20 January 2009 (see profile in part IV, *Deputy Secretaries of Defense*)

HANSFORD T. JOHNSON (Acting)7 FEBRUARY 2003–1 OCTOBER 2003

GORDON R.ENGLAND ***1 OCTOBER 2003–29 DECEMBER 2005***

- See profile above

DIONEL M. AVILES (Acting) ***29 DECEMBER 2005–3 JANUARY 2006***

DONALD C. WINTER ***3 JANUARY 2006–13 MARCH 2009***

- Defense Advanced Research Projects Agency, 1980–1983
- President and chief executive officer of TRW Systems, 2000–2002

B.J. PENN (Acting) ***13 MARCH 2009–19 MAY 2009***

- Assistant Secretary of the Navy (Energy, Installations, and Environment), 2005–2009

RAYMOND E. MABUS ***18 JUNE 2009–PRESENT***

- Served in U.S. Navy, 1970–1972

- Governor of Mississippi, 1998–2002
- Ambassador to Saudi Arabia, 1994–1996

C. **Air Force**

W. STUART SYMINGTON 18 SEPTEMBER 1947–24 APRIL 1950

- Served in U.S. Army, 1918
- Surplus property administrator, 1945–1946
- Assistant Secretary of War for Air, 1946–1947

THOMAS K. FINLETTER 24 APRIL 1950–20 JANUARY 1953

- Served in U.S. Army, 1917–1919
- Special Assistant to the Secretary of State, 1941–1944
- Consultant to the U.S. delegation at the United Nations Conference in 1945
- Chairman of the President's Air Policy Commission, 1947–1948
- U.S. Ambassador to NATO, 1961–1965

HAROLD E. TALBOTT 4 FEBRUARY 1953–13 AUGUST 1955

- Served in U.S. Army, 1918
- Aviation industry executive, 1911–1942

DONALD A. QUARLES 15 AUGUST 1955–30 APRIL 1957

- Deputy Secretary of Defense, 1 May 1957–8 May 1959 (see profile in part IV, *Deputy Secretaries of Defense*)

JAMES H. DOUGLAS, JR. 1 MAY 1957–11 DECEMBER 1959

- Deputy Secretary of Defense, 11 December 1959–24 January 1961 (see profile in part IV, *Deputy Secretaries of Defense*)

DUDLEY C. SHARP 11 DECEMBER 1959–20 JANUARY 1961

- Served in U.S. Navy, 1942–1945
- Assistant Secretary of the Air Force, 1955–1959
- Under Secretary of the Air Force, 3 August 1959–10 December 1959

EUGENE M. ZUCKERT ***24 JANUARY 1961–30 SEPTEMBER 1965***

- Served in U.S. Navy, 1944–1946
- Special Assistant to the Assistant Secretary of War for Air, 1946–1947
- Assistant Secretary of the Air Force, 1947–1952
- Member of the Atomic Energy Commission, 1952–1954

HAROLD BROWN ***1 OCTOBER 1965–15 FEBRUARY 1969***

- Secretary of Defense, 21 January 1977–20 January 1981 (see profile in part III, *Secretaries of Defense*)

ROBERT C. SEAMANS, JR. ***15 FEBRUARY 1969–14 MAY 1973***

- Professor and engineer, MIT, 1941–1955, and RCA, 1955–1958
- Associate and deputy administrator of the National Aeronautics and Space Administration, 1969

JOHN L. McLUCAS ***19 JULY 1973–12 NOVEMBER 1975***

- Served in U.S. Navy, 1943–1946
- Deputy Director of Defense Research and Engineering, 1962–1964
- Assistant Secretary General for Scientific Affairs for NATO, 1964–1966
- Under Secretary of the Air Force, 1969–1973

THOMAS C. REED ***2 JANUARY 1976–6 APRIL 1977***

- Served in U.S. Air Force, 1956–1959
- Director of telecommunications and command and control systems in Office of the Secretary of Defense, 1974–1975

JOHN C. STETSON ***6 APRIL 1977–18 MAY 1979***

- Served in U.S. Navy, 1945–1946
- Engineer and publisher

HANS M. MARK ***26 JULY 1979–9 FEBRUARY 1981***

- Physicist at MIT, the Radiation Laboratory at Livermore, the University of California, and Stanford University
- Director, Ames Research Center, NASA, 1969–1977
- Under Secretary of the Air Force, 1977–1979
- Deputy Administrator of NASA, 1981–1984
- Director, Defense Research and Engineering, 1998– 2001

VERNE ORR ***9 FEBRUARY 1981–30 NOVEMBER 1985***

- Director of the California Department of Finance, 1970–1975
- Professor, University of California, 1975–1980

RUSSELL A. ROURKE ***8 DECEMBER 1985–7 APRIL 1986***

- Administrative assistant on Capitol Hill, 1960–1974, 1977–1981
- Deputy to the Presidential Counselor, 1974–1976
- Special Assistant to the President (Legislative Affairs), 1976–1977
- Assistant Secretary of Defense (Legislative Affairs), 1981–1985

EDWARD C. ALDRIDGE, JR.* (*Acting*)** ***8 APRIL 1986–8 JUNE 1986

EDWARD C. ALDRIDGE, JR. ***9 JUNE 1986–15 DECEMBER 1988***

- Deputy Assistant Secretary of Defense for Strategic Programs, 1974–1976
- Director, Planning and Evaluation, 1976–1977
- Under Secretary of the Air Force, 1981–1986

DONALD B. RICE ***22 MAY 1989–20 JANUARY 1993***

- Served in U.S. Army, 1965–1967
- Assistant Director, Office of Management and Budget, 1970–1972
- President and chief executive officer, RAND Corporation, 1972–1989
- Member, Defense Science Board, 1977–1983

SHEILA E. WIDNALL ***6 AUGUST 1993–31 OCTOBER 1997***

- Professor, MIT, 1970–1981, and associate provost, 1992

F. WHITTEN PETERS (Acting) 1 NOVEMBER 1997–1 AUGUST 1999

F. WHITTEN PETERS 2 AUGUST 1999–20 JANUARY 2001

- Served in the U.S. Navy, 1969–1972
- Principal Deputy General Counsel, OSD, 1995–1997
- Under Secretary of the Air Force, 1997–1999

JAMES G. ROCHE 1 JUNE 2001–20 JANUARY 2005

- Served in U.S. Navy, 1960–1983
- Northrop Grumman Corporation, 1984–2001

PETER B. TEETS (Acting) 20 JANUARY 2005–25 MARCH 2005

- Director, National Reconnaissance Office, 2001–2005

MICHAEL MONTELONGO (Acting) 25 MARCH 2005–28 MARCH 2005

- Served in U.S. Army, 1977–1996
- Assistant Secretary of the Air Force (Financial Management and Comptroller), 2001–2005

MICHAEL L. DOMINGUEZ (Acting) 28 MARCH 2005–29 JULY 2005

- Served in U.S. Army, 1975–1980
- Assistant Secretary of the Air Force (Manpower and Reserve Affairs), 2001–2006

PRESTON M. GEREN (Acting) 29 JULY 2005–4 NOVEMBER 2005

- Secretary of the Army, 16 July 2007–21 September 2009 (see profile in part VIII.A, *Secretaries of the Military Departments, Army*)

MICHAEL W. WYNNE 4 NOVEMBER 2005–5 JUNE 2008

- Served in U.S. Air Force, 1966–1973
- Principal Deputy Under Secretary of Defense (Acquisition, Technology, and Logistics), 2001–2003

- Acting Under Secretary of Defense (Acquisition, Technology, and Logistics), 2003–2005

MICHAEL B. DONLEY (Acting) ***9 JUNE 2008–1 OCTOBER 2008***

MICHAEL B. DONLEY ***2 OCTOBER 2008–21 JUNE 2013***

- Staff member, Senate Armed Services Committee, 1981–1984
- National Security Council, 1984–1989
- Assistant Secretary of the Air Force (Financial Management and Comptroller), 1989–1993
- Acting Secretary of the Air Force, January 1993–July 1993
- Defense Director of Administration and Management, OSD, 2005–2008

ERIC FANNING (Acting) ***24 JUNE 2013–19 DECEMBER 2013***

- Special Assistant, Office of the Secretary of Defense, 1993–1996
- Senior Vice President, Strategic Development at Business Executives for National Security, 2001–2007
- Deputy Director, Commission on the Prevention of Weapons of Mass Destruction Proliferation and Terrorism, 2008–2009
- Deputy Under Secretary and Deputy Chief Management Officer, Department of the Navy, 2009–2013
- Under Secretary of the Air Force, 18 April 2013–Present

DEBORAH LEE JAMES ***20 DECEMBER 2013–PRESENT***

- Assistant Secretary of Defense for Reserve Affairs, 1993–1998
- Senior Vice President, C4IT Business Unit General Manager, 2004–2010
- Executive Vice President of Communications and Government Affairs, SAIC, 2010–2013

IX. Joint Chiefs of Staff

The Joint Chiefs of Staff (JCS), in existence since 1942, gained statutory sanction in the National Security Act of 1947. Under this law the JCS initially consisted of the Chief of Staff, U.S. Army; the Chief of Naval Operations; the Chief of Staff, U.S. Air Force; and the Chief of Staff to the Commander in Chief, if there should be such a position. The act also established a Joint Staff under the JCS, limiting it to 100 officers, to be headed by a director appointed by the Joint Chiefs.

The 1949 amendments to the National Security Act of 1947 established the position of Chairman of the Joint Chiefs of Staff, to be appointed from the regular officers of the Armed Services for a term of 2 years with eligibility for a second 2-year term. The Chairman presided over the meetings of the JCS but did not have a vote. Moreover, he was not authorized to exercise military command over the JCS or any of the military services. The amendments also increased the size of the Joint Staff to 210 officers.

In 1952, PL 82–416 authorized the Commandant of the Marine Corps to meet with the JCS as a coequal whenever any matter of concern to the Marine Corps was under consideration. Subsequently, PL 95–485 (20 October 1978) made the Commandant a permanent and fully participating member of the JCS.

Reorganization Plan No. 6 of 1953 made the selection and tenure of members of the Joint Staff subject to the approval of the Chairman and gave him management control of the Joint Staff. The Department of Defense Reorganization Act of 1958 increased the Joint Staff to 400 officers and limited their tours of duty to 3 years except in time of war. The act specified that the Joint Staff “shall not operate or be organized as an overall Armed Forces General Staff and shall have no executive authority.” The 1958 act also gave the Chairman a vote in JCS meetings.

Congress in PL 90–22 (5 June 1967) set the terms of the chiefs of the Army, Navy, Air Force, and Marine Corps at 4 years, with provision for possible reappointment for 4 years in time of war or emergency.

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 prescribed the most important changes in the JCS organization since 1947. It increased the responsibilities of the Chairman, naming him the principal adviser to the President, the National Security Council, and the Secretary of Defense and prescribing a 2-year term with possibility of two additional terms (other than during wartime, when there would be no limitation). The Chairman's responsibilities included assisting the President in providing strategic direction of the Armed Forces, preparing strategic plans and joint logistic and mobility plans, and advising the Secretary of Defense on requirements, programs, and budgets, particularly a budget proposal for activities of each unified and specified combatant command.

The act created the position of Vice Chairman of the Joint Chiefs of Staff, to rank after the Chairman and ahead of all other officers of the Armed Forces and to come from

a service other than that of the Chairman. The Vice Chairman could participate in meetings of the JCS, although he was not a member. In the absence or disability of the Chairman, the Vice Chairman would replace him. The National Defense Authorization Act for Fiscal Year 1993, PL 102–484 (23 October 1992) made the Vice Chairman a full member of the JCS.

Chairman, Joint Chiefs of Staff

General Omar N. Bradley, USA	16 August 1949–15 August 1953
Admiral Arthur W. Radford, USN	16 August 1953–15 August 1957
General Nathan F. Twining, USAF	16 August 1957–30 September 1960
General Lyman L. Lemnitzer, USA	1 October 1960–30 September 1962
General Maxwell D. Taylor, USA	1 October 1962–1 July 1964
General Earle G. Wheeler, USA	3 July 1964–2 July 1970
Admiral Thomas H. Moorer, USN	3 July 1970–1 July 1974
General George S. Brown, USAF	2 July 1974–20 June 1978
General David C. Jones, USAF	21 June 1978–18 June 1982
General John W. Vessey, Jr., USA	19 June 1982–30 September 1985
Admiral William J. Crowe, Jr., USN	1 October 1985–30 September 1989
General Colin L. Powell, USA	1 October 1989–30 September 1993
Admiral David E. Jeremiah, USN (Acting)	1 October 1993–24 October 1993
General John M.D. Shalikashvili, USA	25 October 1993–30 September 1997
General Henry H. Shelton, USA	1 October 1997–30 September 2001
General Richard B. Myers, USAF	1 October 2001–30 September 2005
General Peter Pace, USMC	1 October 2005–30 September 2007
Admiral Michael G. Mullen, USN	1 October 2007–30 September 2011
General Martin E. Dempsey, USA	1 October 2011–Present

Vice Chairman, Joint Chiefs of Staff

General Robert T. Herres, USAF	6 February 1987–28 February 1990
Admiral David E. Jeremiah, USN	1 March 1990–28 February 1994
Admiral William A. Owens, USN	1 March 1994–29 February 1996
General Joseph W. Ralston, USAF	1 March 1996–1 March 2000
General Richard B. Myers, USAF	2 March 2000–1 October 2001
General Peter Pace, USMC	2 October 2001–12 August 2005
Admiral Edmund P. Giambastiani, USN	13 August 2005– 27 July 2007
General James E. Cartwright, USMC	2 September 2007–3 August 2011
Admiral James A. Winnefeld, Jr., USN	4 August 2011–Present

Chief of Staff, U.S. Army

General Dwight D. Eisenhower	19 November 1945–6 February 1948
General Omar N. Bradley	7 February 1948–15 August 1949
General J. Lawton Collins	16 August 1949–14 August 1953
General Matthew B. Ridgway	15 August 1953–29 June 1955
General Maxwell D. Taylor	30 June 1955–30 June 1959

General Lyman L. Lemnitzer	1 July 1959–30 September 1960
General George H. Decker	1 October 1960–30 September 1962
General Earle G. Wheeler	1 October 1962–2 July 1964
General Harold K. Johnson	3 July 1964–2 July 1968
General William C. Westmoreland	3 July 1968–30 June 1972
General Bruce Palmer, Jr. (Acting)	1 July 1972–11 October 1972
General Creighton W. Abrams	12 October 1972–4 September 1974
General Fred C. Weyand	3 October 1974–30 September 1976
General Bernard W. Rogers	1 October 1976–21 June 1979
General Edward C. Meyer	22 June 1979–21 June 1983
General John A. Wickham, Jr.	22 June 1983–22 June 1987
General Carl E. Vuono	23 June 1987–21 June 1991
General Gordon R. Sullivan	22 June 1991–19 June 1995
General Dennis J. Reimer	20 June 1995–20 June 1999
General Eric K. Shinseki	21 June 1999–11 June 2003
General Peter J. Schoomaker	1 August 2003–10 April 2007
General George W. Casey, Jr.	11 April 2007–6 September 2011
General Raymond T. Odierno	7 September 2011–Present

Chief of Naval Operations

Fleet Admiral Chester W. Nimitz	15 December 1945–15 December 1947
Admiral Louis Denfeld	16 December 1947–2 November 1949
Admiral Forrest P. Sherman	3 November 1949–22 July 1951
Admiral William M. Fechteler	16 August 1951–16 August 1953
Admiral Robert B. Carney	17 August 1953–17 August 1955
Admiral Arleigh A. Burke	18 August 1955–1 August 1961
Admiral George W. Anderson, Jr.	2 August 1961–1 August 1963
Admiral David L. McDonald	2 August 1963–1 August 1967
Admiral Thomas H. Moorer	2 August 1967–1 July 1970
Admiral Elmo R. Zumwalt, Jr.	2 July 1970–1 July 1974
Admiral James L. Holloway III	2 July 1974–1 July 1978
Admiral Thomas B. Hayward	2 July 1978–30 June 1982
Admiral James D. Watkins	1 July 1982–30 June 1986
Admiral Carlisle A.H. Trost	1 July 1986–29 June 1990
Admiral Frank B. Kelso II	1 July 1990–23 April 1994
Admiral Jeremy M. Boorda	24 April 1994–16 May 1996
Admiral Jay L. Johnson (Acting)	17 May 1996–4 August 1996
Admiral Jay L. Johnson	5 August 1996–21 July 2000
Admiral Vernon E. Clark	22 July 2000–22 July 2005
Admiral Michael G. Mullen	23 July 2005–29 September 2007
Admiral Gary Roughead	30 September 2007–23 September 2011
Admiral Jonathan W. Greenert	24 September 2011–Present

Chief of Staff, U.S. Air Force

General Carl Spaatz	26 September 1947–29 April 1948
General Hoyt S. Vandenberg	30 April 1948–29 June 1953
General Nathan F. Twining	30 June 1953–30 June 1957
General Thomas D. White	1 July 1957–30 June 1961
General Curtis E. LeMay	30 June 1961–31 January 1965
General John P. McConnell	1 February 1965–31 July 1969
General John D. Ryan	1 August 1969–31 July 1973
General George S. Brown	1 August 1973–30 June 1974
General David C. Jones	1 July 1974–20 June 1978
General Lew Allen, Jr.	1 July 1978–30 June 1982
General Charles A. Gabriel	1 July 1982–30 June 1986
General Larry D. Welch	1 July 1986–30 June 1990
General Michael J. Dugan	1 July 1990–17 September 1990
General John M. Loh (Acting)	18 September 1990–27 October 1990
General Merrill A. McPeak	27 October 1990–25 October 1994
General Ronald R. Fogleman	26 October 1994–2 October 1997
General Michael E. Ryan	2 October 1997–6 September 2001
General John J. Jumper	6 September 2001–2 September 2005
General T. Michael Moseley	2 September 2005–1 August 2008
General Norton A. Schwartz	12 August 2008–10 August 2012
General Mark A. Welsh III	10 August 2012–Present

Commandant of the Marine Corps

General Alexander A. Vandegrift	1 January 1944–31 December 1947
General Clifton B. Cates	1 January 1948–31 December 1951
General Lemuel C. Shepherd, Jr.*	1 January 1952–31 December 1955
General Randolph McC. Pate	1 January 1956–31 December 1959
General David M. Shoup	1 January 1960–31 December 1963
General Wallace M. Greene, Jr.	1 January 1964–31 December 1967
General Leonard F. Chapman, Jr.	1 January 1968–31 December 1971
General Robert E. Cushman, Jr.	1 January 1972–30 June 1975
General Louis H. Wilson**	1 July 1975–30 June 1979
General Robert H. Barrow	1 July 1979–30 June 1983
General Paul X. Kelley	1 July 1983–30 June 1987
General Alfred M. Gray, Jr.	1 July 1987–1 July 1991
General Carl E. Mundy, Jr.	1 July 1991–30 June 1995
General C.C. Krulak	1 July 1995–30 June 1999
General James L. Jones, Jr.	1 July 1999–13 January 2003
General Michael W. Hagee	13 January 2003–13 November 2006
General James T. Conway	14 November 2006–22 October 2010
General James F. Amos	22 October 2010–16 October 2014
General Joseph F. Dunford	17 October 2014–Present

*First Commandant to sit with the Joint Chiefs of Staff (beginning in 1952) on matters of concern to the Marine Corps.

**First Commandant to be a full member of the Joint Chiefs of Staff, as per PL 95–485 (20 October 1978).

Director, Joint Staff

Maj. Gen. Alfred M. Gruenther, USA	17 September 1947–19 September 1949
Vice Adm. Arthur C. Davis, USN	20 September 1949–1 November 1951
Lt. Gen. Charles P. Cabell, USAF	2 November 1951–23 April 1953
Lt. Gen. Frank F. Everest, USAF	24 April 1953–18 March 1954
Lt. Gen. Lemuel Mathewson, USA	19 March 1954–14 March 1956
Vice Adm. Bernard L. Austin, USN	15 March 1956–31 March 1958
Lt. Gen. Oliver S. Picher, USAF	1 April 1958–31 March 1960
Lt. Gen. Earle G. Wheeler, USA	1 April 1960–24 February 1962
Vice Adm. Herbert D. Riley, USN	25 February 1962–23 February 1964
Lt. Gen. David A. Burchinal, USAF	24 February 1964–31 July 1966
Lt. Gen. Andrew J. Goodpaster, USA	1 August 1966–31 March 1967
Lt. Gen. Berton E. Spivy, Jr., USA	1 April 1967–31 July 1968
Vice Adm. Nels C. Johnson, USN	1 August 1968–19 July 1970
Lt. Gen. John W. Vogt, USAF	20 July 1970–7 April 1972
Rear Adm. Mason B. Freeman, USN (Acting)	8 April 1972–11 June 1972
Lt. Gen. George M. Seignious II, USA	12 June 1972–31 May 1974
Vice Adm. Harry D. Train II, USN	1 June 1974–30 June 1976
Lt. Gen. Ray B. Sitton, USAF	1 July 1976–30 June 1977
Vice Adm. Patrick J. Hannifin, USN	1 July 1977–20 June 1978
Maj. Gen. John A. Wickham, Jr., USA (Acting)	1 July 1978–21August 1978
Lt. Gen. John A. Wickham, Jr., USA	22 August 1978–22 June 1979
Vice Adm. Carl Thor Hanson, USN	22 June 1979–30 June 1981
Lt. Gen. James E. Dalton, USAF	1 July 1981–30 June 1983
Lt. Gen. Jack N. Merritt, USA	1 July 1983–30 June 1985
Vice Adm. Powell F. Carter, Jr., USN	1 July 1985–14 August 1987
Lt. Gen. Robert W. RisCassi, USA	15 August 1987–30 November 1988
Lt. Gen. Hansford T. Johnson, USAF	1 December 1988–20 September 1989
Maj. Gen. Gene A. Deegan, USMC (Acting)	21 September 1989–26 September 1989
Lt. Gen. Michael P.C. Carns, USAF	27 September 1989–16 May 1991
Lt. Gen. Henry Viccellio, Jr., USAF	17 May 1991–1 December 1992
Vice Adm. Richard C. Macke, USN	1 December 1992–18 July 1994
Maj. Gen. Charles T. Robertson, Jr., USAF (Acting)	19 July 1994–24 July 1994
Lt. Gen. Walter Kross, USAF	25 July 1994–12 July 1996
Maj. Gen. Stephen T. Rippe, USA (Acting)	13 July 1996–13 September 1996
Vice Adm. Dennis C. Blair, USN	14 September 1996–12 December 1998
Vice Adm. Vernon E. Clark, USN	12 December 1998–26 July 1999
Lt. Gen. Carlton W. Fulford, USMC	26 July 1999–14 July 2000

Lt. Gen. John P. Abizaid, USA	16 October 2001–23 January 2003
Vice Adm. Timothy J. Keating, USN	13 October 2003–October 2004
Lt. Gen. Norton A. Schwartz, USAF	October 2004–August 2005
Lt. Gen. Walter Sharp, USA	August 2005–May 2008
Lt. Gen. Stanley A. McChrystal, USA	August 2008–10 June 2009
Lt. Gen. Lloyd J. Austin III, USA	August 2009–30 June 2010
Vice Adm. William E. Gortney, USN	1 July 2010–August 2012
Lt. Gen. Curtis M. Scaparrotti	August 2012–July 2013
Lt. Gen David L. Goldfein	August 2013–Present

X. Combatant Commands

A. Current Commands

U.S. Africa Command (Kelley Barracks, Stuttgart, Germany)

Established 1 October 2008
General David M. Rodriquez, USA, Commander (April 5, 2013–Present)

U.S. Central Command (MacDill AFB, Tampa, FL)

Established 1 January 1983
General Lloyd J. Austin, USA, Commander (22 March 2013–Present)

U.S. European Command (Stuttgart-Vaihingen, Germany)

Established 1 August 1952
General Philip M. Breedlove, USAF, Commander (10 May 2013–Present)

U.S. Northern Command (Peterson AFB, CO)

Established 1 October 2002
Admiral William Gortney, USN Commander (5 December 2014–Present)

U.S. Pacific Command (Camp H.M. Smith, HI)

Established 1 January 1947
Admiral Samuel J. Locklear III, USN, Commander (9 March 2012–Present)

U.S. Southern Command (Miami, FL)

Established 6 June 1963
General John F. Kelly, USMC, Commander (19 November 2012–Present)

U.S. Special Operations Command (MacDill AFB, Tampa, FL)

Established 16 April 1987
General Joseph L. Votel, USA, Commander (28 August 2014–Present)

U.S. Strategic Command (Offutt AFB, NE)

Established 1 June 1992
Admiral Cecil D. Haney, USN, Commander (15 November 2013–Present)

U.S. Transportation Command (Scott AFB, IL)

Established 1 July 1987
General Paul J. Selva, USAF, Commander (5 May 2014–Present)

B. Disestablished Commands

U.S. Aerospace Defense Command: Disestablished 19 December 1986

U.S. Alaskan Command: Disestablished 30 June 1975

U.S. Atlantic Command: Redesignated U.S. Joint Forces Command 1 October 1999

U.S. Continental Air Defense Command: Disestablished 30 June 1975

U.S. Far East Command: Disestablished 1 July 1957

U.S. Joint Forces Command: Disestablished 4 August 2011

U.S. Forces Command: Terminated as a Specified Command 1 October 1993; became an Army Command

U.S. Military Airlift Command: Terminated as a Specified Command 1 October 1988

U.S. Naval Forces, Eastern Atlantic and Mediterranean: Disestablished 1 December 1963

U.S. Northeast Command: Disestablished 1 September 1956

U.S. Readiness Command: Disestablished 30 September 1987

U.S. Space Command: Merged with U.S. Strategic Command 1 October 2002

U.S. Strategic Air Command: Disestablished 1 June 1992

U.S. Strike Command: Disestablished 31 December 1971

XI. Defense Agencies

A. **Current Defense Agencies**

1. *Defense Advanced Research Projects Agency*

Established 12 February 1958 by PL 85–325, DoD Directive 5105.41, as Advanced Research Projects Agency. Name changed to Defense Advanced Research Projects Agency by PL 104–106, NDAA FY96. Under the authority, direction, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics, through the Assistant Secretary of Defense for Research and Engineering. DoD Directive 5134.10, 17 February 1995

Director: Dr. Arati Prabhakar

2. *Defense Commissary Agency*

Established 9 November 1990 by DoD Directive 5105.55.

Director: Joseph H. Jeu

3. *Defense Contract Audit Agency*

Established 8 January 1965. DoD Directive 5105.36, 28 February 2002.

Director: VACANT

4. *Defense Contract Management Agency*

Established 27 March 2000. Succeeded the Defense Contract Management Command. Reports to the Deputy Under Secretary of Defense (Acquisition and Technology). Under the authority, direction, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics, through the Assistant Secretary of Defense for Acquisition. DoD Directive 5105.64, 27 September 2000.

Director: Lieutenant General Wendy Masiello

5. *Defense Finance and Accounting Service*

Established 26 November 1990. Under the authority, direction, and control of the Under Secretary of Defense (Comptroller)/Chief Financial Officer. DoD Directive 5118.05, 20 April 2012.

Director: Teresa McKay

6. *Defense Health Agency*

Established 1 October 2013. DoD Directive 5136.13.

Director: Lt. Gen. Douglas Robb, USAF

7. *Defense Information Systems Agency*

Established as Defense Communications Agency on 12 May 1960. DoD Directive 5105.19. Renamed Defense Information Systems Agency on 25 June 1991. Under the direction, authority, and control of the DoD Chief Information Officer. DoD Directive 5105.19, 25 July 2006.

Director: Lt. Gen. Ronnie D. Hawkins, Jr., USAF

8. *Defense Intelligence Agency*

Established 1 October 1961. The Under Secretary of Defense for Intelligence exercises the Secretary of Defense's authority, direction, and control over the Director, DIA. DoD Directive 5105.21, 18 March 2008.

Director: VACANT

9. *Defense Legal Services Agency*

Established 12 August 1981. Under the direction, authority, and control of the General Counsel, who also serves as Director. DoD Directive 5145.04, 16 April 2012.

Director: Stephen W. Preston

10. *Defense Logistics Agency*

Established 1 October 1961, as the Defense Supply Agency. Under the direction, authority, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics. DoD Directive 5105.22, 17 May 2006.

Director: Vice Adm. Mark D. Harnitchek, USN

11. *Defense Security Cooperation Agency*

Established 1 September 1971 as the Defense Security Assistance Agency. Name changed to Defense Security Cooperation Agency on 1 October 1998. DoD Directive 5105.65, 31 October 2000. Under the direction, authority, and control of the Under Secretary of Defense for Policy.

Director: Vice Adm. Joseph W. Rixey, USN

12. *Defense Security Service*

Succeeded the Defense Investigative Service, 25 November 1997. Under the authority, direction, and control of the Under Secretary of Defense for Intelligence. DoD Directive 5105.42, 3 August 2010.

Director: Stanley L. Sims

13. *Defense Threat Reduction Agency*

Began operations 1 October 1998. Succeeded the On-Site Inspection Agency, the Defense Special Weapons Agency, and the Defense Technology Security Administration. Under the authority, direction, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics. DoD Directive 5105.62, 28 November 2005.

Director: Kenneth A. Myers

14. *Missile Defense Agency*

Established 24 April 1984 as the Strategic Defense Initiative Organization, designated a Defense Agency on 23 July 1984. DoD Directive 5141.5, 21 February 1986. Renamed the Ballistic Missile Defense Organization, 14 July 1993. DoD Directive 5134.9, 14 June 1994. Renamed Missile Defense Agency, January 2002. Under the authority, direction, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics. DoD Directive 5134.09, 17 September 2009.

Director: Vice Admiral James T. Syring, USN

15. *National Geospatial-Intelligence Agency*

Began operations on 1 October 1996 as the National Imagery and Mapping Agency (NIMA). Established by DoD Directive 5105.60, 11 October 1996, and the National Imagery and Mapping Agency Act of 1996. Succeeded the Defense Mapping Agency, the Central Imagery Office, the Defense Dissemination Program Office, and the National Photographic Interpretation Center. NIMA redesignated the National Geospatial-Intelligence Agency in NDAA FY04, PL 108–136, 24 November 2003. The Under Secretary of Defense for Intelligence exercises authority, direction, and control on behalf of the Secretary of Defense over the Director, NGA. DoD Directive 5105.60, 29 July 2009.

Director: Robert Cardillo

16. *National Reconnaissance Office*

Established as covert organization by DoD and Central Intelligence Agency, 6 September 1961, to manage National Reconnaissance Program. DoD Directive TS 5105.23, 27 March 1964 (declassified). Existence of agency was publicly acknowledged 18 September 1992. The Under Secretary of Defense for Intelligence exercises the authority, direction, and control of the Secretary of Defense over the Director, NRO. DoD Directive 5105.23, 28 June 2011.

Director: Betty J. Sapp

17. *National Security Agency/Central Security Service*

Established 5 December 1952. Under the direction, authority, and control of the Secretary of Defense. The Under Secretary of Defense for Intelligence exercises the authority, direction, and control of the Secretary of Defense over the Director, NSA and the Chief, CSS. DoD Directive 5100.20, 26 January 2010.

Director, National Security Agency, Chief, Central Security Service, and Commander, USCYBERCOM: Admiral Michael S. Rogers, USN

18. *Pentagon Force Protection Agency*

Established 3 May 2002. Formerly the Defense Protective Service. Under the authority, direction, and control of the Director of Administration and Management. DoD Directive 5105.68, 19 December 2008.

Director: Steven E. Calvery

B. **Disestablished Defense Agencies**

1. *Ballistic Missile Defense Organization*

Succeeded by the Missile Defense Agency, January 2002.

2. *Central Imagery Office*

Duties assumed by the National Imagery and Mapping Agency, 1 October 1999.

3. *Defense Audiovisual Agency*

Disestablished 30 September 1985.

4. *Defense Audit Service*

Dissolved in September 1982 when role assumed by Assistant to the Secretary of Defense (Review and Oversight).

5. *Defense Business Transformation Agency*

Disestablished in 2011 with duties assigned to different organizations.

6. *Defense Civil Preparedness Agency*

Transferred to Federal Emergency Management Agency by Reorganization Plan No. 3 of 1978.

7. *Defense Communications Agency*

Succeeded by the Defense Information Systems Agency, 25 June 1991.

8. *Defense Investigative Service*

Duties assumed by the Defense Security Service, December 1997.

9. *Defense Mapping Agency*

Disestablished 1 October 1996, with its functions transferred to the National Imagery and Mapping Agency.

10. *Defense Nuclear Agency*

Name changed to Defense Special Weapons Agency, June 1996; functions assumed by the Defense Threat Reduction Agency, 1 October 1998.

11. *Defense Security Assistance Agency*

Succeeded by the Defense Security Cooperation Agency, 1 October 1998.

12. *Defense Special Weapons Agency*

Succeeded by the Defense Threat Reduction Agency, 1 October 1998.

13. *Defense Supply Agency*

Succeeded by the Defense Logistics Agency, 5 January 1977.

14. *National Imagery and Mapping Agency*

Redesignated in PL 108–136, 24 November 2003, as the National Geospatial-Intelligence Agency.

15. *On-Site Inspection Agency*

Duties assumed by the Defense Threat Reduction Agency, 1 October 1998.

16. *Strategic Defense Initiative Organization*

Succeeded by the Ballistic Defense Missile Organization, 14 January 1993.

XII. Department of Defense Field Activities

A. ***Defense Media Activity***

Defense Media Activity (DMA) was established in October 2008 as a result of the Defense Base Realignment and Closure Act as per Deputy Secretary of Defense memorandum, 24 September 2007, "Establishment of the Defense Media Activity," and DoD Directive 5105.74, 18 December 2007, "Defense Media Activity." The agency consolidates the Soldiers Media Center, Naval Media Center, Marine Corps News, Air Force News Service, and American Forces Information Service into a single field activity. DMA also includes *Stars and Stripes* newspaper and the Defense Information School. Under the authority, direction, and control of the Assistant Secretary of Defense for Public Affairs.

Director: Ray B. Shepherd

B. ***Defense Prisoner of War/Missing Personnel Office***

Established in 1993 by DoD Directive 5110.10. Under the Assistant Secretary of Defense for Policy. Name changed from POW/MIA on 15 October 1996.

Director: W. Montague Winfield

C. ***Defense Technical Information Center***

Predecessor agency established during World War II as Air Documents Research Center; successor organization renamed Defense Technical Information Center in 1979. Established as a Department of Defense Field Activity in 2004 and place under the authority, direction, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics, through the Assistant Secretary of Defense for Research and Engineering. DoD Directive 5105.73, 19 August 2005.

Administrator: Christopher E. Thomas

D. ***Defense Technology Security Administration***

Established in 1985; disestablished in 1998, functions transferred to Defense Threat Reduction Agency. Reestablished 31 August 2001 by Deputy Secretary of Defense decision. Reports to Assistant Secretary of Defense for Policy.

Director: Beth M. McCormick

E. ***Department of Defense Education Activity***

Established by DoD Directive 1342.6. Under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness.

Director: Thomas Brady

F. ***Department of Defense Human Resources Activity***

Established by DoD Directive 5100.87 (29 June 1998) from the merger of the Department of Defense Civilian Personnel Management Service and the Defense Manpower Data Center. Under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness.

Director: Pamela S. Mitchell

G. ***Department of Defense Test Resource Management Center***

Established by DoD Directive 5105.71, 8 March 2004. Under the authority, direction, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics.

Director: C. David Brown (also serves as Deputy Assistant Secretary of Defense [Developmental Test and Evaluation])

H. ***Office of Economic Adjustment***

Established by DoD Directive 3030.1, 29 November 1978. Director serves as executive director of the Economic Adjustment Committee. Under the authority, direction, and control of the Under Secretary of Defense for Acquisition, Technology, and Logistics, through the Deputy Under Secretary of Defense for Installations and Environment. DoD Directive 3030.01, 5 March 2006.

Director: Patrick J. O'Brien

J. ***Washington Headquarters Services (WHS)***

Established 1 October 1977. The Deputy Director of Administration and Management is dual-hatted and serves as the Director, WHS. Under the authority direction and control of the Director of Administration and Management. DoD Directive 5110.04, 19 October 2001.

Director: William E. Brazis