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 DoD field activities and Defense 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This compilation includes titles of some official positions that have been superseded by new titles or organizational changes.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 either the swearing-in date or initial appointment date. Officials assume office after being appointed to the positions, usually followed by a ceremonial swearing-in days or weeks later. Dates of DoD directives establishing the responsibilities 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. Since the enactment of the Federal Vacancies Act (VRA) of 1998, as amended, designation of acting officials, and the statutory limitations on how long they are authorized to use the designation of “acting,” is more closely managed.

This edition corrects errors that appeared in the 2004 edition and brings the information up to date (as of December 2017). Please call any errors that appear in this publication to the attention of the Office of the Secretary of Defense Historical Office. A digital version of this compilation is updated quarterly at http://history.defense.gov/
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14. Strategy, Plans, and Capabilities

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      U.S. Southern Command (Miami, FL)
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      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
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10. Defense Logistics Agency  
11. Defense POW/MIA Accounting Agency  
12. Defense Security Cooperation Agency  
15. Missile Defense Agency  
16. National Geospatial-Intelligence Agency  
17. National Reconnaissance Office  
19. Pentagon Force Protection Agency  

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6. Defense Civil Preparedness Agency  
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I. CURRENT DEPARTMENT OF DEFENSE
KEY OFFICIALS

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</tr>
<tr>
<td>Deputy Secretary of Defense</td>
<td>Patrick M. Shanahan</td>
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<tr>
<td>Secretary of the Army</td>
<td>Mark T. Esper</td>
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<tr>
<td>Secretary of the Navy</td>
<td>Richard V. Spencer</td>
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<tr>
<td>Secretary of the Air Force</td>
<td>Heather A. Wilson</td>
</tr>
<tr>
<td>Chairman of the Joint Chiefs of Staff</td>
<td>General Joseph F. Dunford, USMC</td>
</tr>
<tr>
<td>Under Secretary of Defense for Acquisition, Technology, and Logistics</td>
<td>Ellen M. Lord</td>
</tr>
<tr>
<td>Principal Deputy Under Secretary of Defense for Acquisition, Technology</td>
<td></td>
</tr>
<tr>
<td>Principal Deputy Under Secretary of Defense for Acquisition, Technology</td>
<td>(Vacant)</td>
</tr>
<tr>
<td>Assistant Secretary of Defense for Acquisition</td>
<td>James A. MacStravic (Acting)</td>
</tr>
<tr>
<td>Assistant Secretary of Defense for Energy, Installations, and Environment</td>
<td>Lucian L. Miemeyer (Acting)</td>
</tr>
<tr>
<td>Assistant Secretary of Defense for Logistics and Materiel Readiness</td>
<td>Robert H. McMahon</td>
</tr>
<tr>
<td>Assistant Secretary of Defense for Nuclear, Chemical, and Biological</td>
<td>Guy B. Roberts</td>
</tr>
<tr>
<td>Defense Programs</td>
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<tr>
<td>Assistant Secretary of Defense for Research and Engineering</td>
<td>Mary J. Miller (Acting)</td>
</tr>
<tr>
<td>Under Secretary of Defense for Policy</td>
<td>John C. Rood</td>
</tr>
<tr>
<td>Principal Deputy Under Secretary of Defense for Policy</td>
<td>David J. Trachtenberg</td>
</tr>
<tr>
<td>Assistant Secretary of Defense for Asian and Pacific Security Affairs</td>
<td>Randall G. Schriver</td>
</tr>
<tr>
<td>Assistant Secretary of Defense for Homeland Defense and Global Security</td>
<td>Kenneth Rapuano</td>
</tr>
<tr>
<td>Assistant Secretary of Defense for International Security Affairs</td>
<td>Robert S. Karem</td>
</tr>
<tr>
<td>Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict</td>
<td>Owen O. West</td>
</tr>
<tr>
<td>Assistant Secretary of Defense for Strategy, Plans, and Capabilities</td>
<td>Thomas H. Harvey (Acting)</td>
</tr>
</tbody>
</table>
Current DoD Key Officials

Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense ........................................ David L. Norquist

Principal Deputy
Under Secretary of Defense (Comptroller) ................................ Elaine A. McCusker

Under Secretary of Defense
for Personnel and Readiness .......................................... Robert Wilkie

Principal Deputy Under Secretary of Defense for Personnel and Readiness .................. (vacant)

Assistant Secretary of Defense for Readiness ........................ Veronica Diagle (Acting)

Assistant Secretary of Defense for Health Affairs ....................... Thomas McCaffery (Acting)

Assistant Secretary of Defense for Manpower and Reserve Affairs ..................... Stephanie Bama

Under Secretary of Defense for Intelligence ................................ Joseph D. Keman

Principal Deputy Under Secretary of Defense for Intelligence ......................... Kari A. Bingen

Deputy Chief Management Officer of the Department of Defense ......................... John H. Gibson II

Director of Cost Assessment and Program Evaluation .......................... Robert Daigle

Director of Operational Test and Evaluation .................................. David W. Duma (Acting)

General Counsel of the Department of Defense ......................... William S. Castle (Acting)

Inspector General of the Department of Defense ........................... Glenn A. Fine (Acting)

Assistant Secretary of Defense for Legislative Affairs .................... Robert R. Hood

Assistant to the Secretary of Defense for Public Affairs ..................... Dana W. White

Chief Information Officer of the Department of Defense ................... John A. Zangardi (Acting)

Director of Net Assessment ............................................... James H. Baker

Director, Strategic Capabilities Office .................................... William B. Roper
II. 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; died 16 November 2016
- 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

JAMES R. SCHLESINGER . . . . 2 JULY 1973–19 NOVEMBER 1975
- Born 15 February 1929; died 27 March 2014
- Assistant Director of the Bureau of the Budget, 1969
- Assistant Director of the Office of Management and Budget, 1970–1971
- 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
- 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
• 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


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
• 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
• 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
• Director, Office of Management and Budget, 1993–1994
• White House Chief of Staff, 1994–1997
• Director of Central Intelligence Agency, 2009–2011

CHARLES T. HAGEL . . . . . 27 FEBRUARY 2013–17 FEBRUARY 2015
• 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

ASHTON B. CARTER . . . . . . 17 FEBRUARY 2015–19 JANUARY 2017
• Born 24 September 1954
• Assistant Secretary of Defense for International Security Policy, 1993–1996
• Under Secretary of Defense for Acquisition, Technology and Logistics, 2009–2011
• Deputy Secretary of Defense, 6 October 2011–3 December 2013
• Senior Executive, John and Mary R. Markle Foundation, Inc., 2014
• Distinguished Visiting Fellow, The Hoover Institution
• Board of Directors, Atlantic Council of the United States

JAMES N. MATTIS . . . . . . . 20 JANUARY 2017–PRESENT
• Born 8 September 1950
• Commissioned in U.S. Marine Corps, 1971
• NATO Supreme Allied Commander for Transformation, 2007–2010
• Commander, USCENTCOM, 2010–2013
• Davies Family Distinguished Visiting Fellow, Hoover Institution, 2014–2017
III. 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 II, 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
- 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 II, 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

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

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
  • 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

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
- 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 II, Secretaries of Defense)

JOHN M. DEUTCH . . . . . . . . 11 MARCH 1994–10 MAY 1995
- Systems analyst, Office of Secretary of Defense, 1961–1965
- Provost, MIT, 1985–1990
- Under Secretary of Defense (Acquisition and Technology), 1993–1994

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

RUDY deLEON . . . . . . . . . . . . . . 31 MARCH 2000–1 MARCH 2001
- Legislative assistant, U.S. Senate, 1974–1977
- Staff member, House Armed Services Committee, 1985–1989
PAUL D. WOLFOWITZ ........ 2 MARCH 2001–13 MAY 2005
• 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

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
• (see profile in part II, Secretaries of Defense)
• 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 2014–19 JUNE 2017
• 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

PATRICK M. SHANAHAN ...... 19 JUNE 2017–PRESENT
• Vice President and General Manager, Missile Defense Systems, The Boeing Company, 2004-2007
• Vice President and General Manager, 787 Dreamliner Program, The Boeing Company, 2007-2009
• Senior Vice President & General Manager, Airplane Programs, Boeing Commercial Airplanes, The Boeing Company, 2009-2016
• Senior Vice President, Supply Chain & Operations, The Boeing Company, 2016-2017
IV. 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

- 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

- 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

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

DoD Key Officials 19
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

  • Practicing lawyer
  • Special Assistant to the President, 1964–1965

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

  • 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

  • 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
- 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

- 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


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 2009–14 AUGUST 2015

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

ERIC K. FANNING ............. 18 MAY 2016–20 JANUARY 2017

- Deputy Under Secretary of the Navy/Deputy Chief Management Officer, 2009 - 2013

ROBERT M. SPEER ............. 20 JANUARY 2017–2 AUGUST 2017

RYAN MCCARTHY (Acting) ..... 1 AUGUST 2017–16 NOVEMBER 2017

MARK T. ESPER ............... 15 JANUARY 2017–PRESENT

- Executive Vice President, Global Intellectual Property Center, U.S. Chamber of Commerce, 2008-2010
- Vice President, Raytheon Company, 2010-2017

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
FRANCIS P. MATTHEWS ........ 25 MAY 1949–30 JULY 1951
  • Assistant Secretary of the Navy for Air, 1945–1946
  • Under Secretary of the Navy, 1946–1947
  • 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 III, 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 II, 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

  • 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 III, 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
  • 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 III, 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
  • Deputy Director, U.S. Arms Control and Disarmament Agency, 1975–1977

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

  • 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
Secretaries of the Military Departments

GORDON R. ENGLAND . . . . . . 24 MAY 2001–24 JANUARY 2003
- Deputy Secretary of Defense, 13 May 2005–20 January 2009 (see profile in part III, 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
- 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 2009–19 JANUARY 2017
- Governor of Mississippi, 1998–2002
- Ambassador to Saudi Arabia, 1994–1996

RICHARD V. SPENCER . . . . . . . 3 AUGUST 2017-PRESENT
- Governor of Mississippi, 1998–2002
- Managing Director, Fall Creek Management, LLC, 2007–2017

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 III, 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 III, Deputy Secretaries of Defense)
  • 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

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
  • 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
Secretaries of the Military Departments

- Director, Planning and Evaluation, 1976–1977

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

MICHAEL B. DONLEY (Acting) .... JANUARY 1993–JULY 1993

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

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 IV.A, Secretaries of the Military Departments, Army)

MICHAEL W. WYNNE ........... 4 NOVEMBER 2005–5 JUNE 2008
- 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
- Assistant Secretary of the Air Force (Financial Management and Comptroller), 1989–1993
- 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 2013–20 JANUARY 2017

• Assistant Secretary of Defense for Reserve Affairs, 1993–1998
• Senior Vice President, C4I Business Unit General Manager, 2004–2010
• Executive Vice President of Communications and Government Affairs, SAIC, 2010–2013

LISA DISBROW (Acting) . . . . . . . 20 JANUARY 2017–16 MAY 2017

HEATHER A. WILSON . . . . . . . . 16 May 2017–PRESENT

• Director, Defense Policy and Arms Control, NSC, 1989-1991
• Member of Congress, First District of New Mexico, 1998-2009
• President, South Dakota School of Mines & Technology, 2013-2017
V. 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. The National Defense Authorization Act for Fiscal Year 2012, P.L. 112–81 (31 December 2011) made the Chief of the National Guard Bureau a full member of the Joint Chiefs of Staff.

A. Chairmen of the 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
<table>
<thead>
<tr>
<th>Office</th>
<th>Name</th>
<th>Start Date</th>
<th>End Date</th>
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<td>DoD Key Officials</td>
<td>General Earle G. Wheeler, USA</td>
<td>3 July 1964–2 July 1970</td>
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<td>Admiral Thomas H. Moorer, USN</td>
<td>3 July 1970–1 July 1974</td>
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<td>General John W. Vessey, Jr., USA</td>
<td>19 June 1982–30 September 1985</td>
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<td>Admiral William J. Crowe, Jr., USN</td>
<td>1 October 1985–30 September 1989</td>
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<td>General Colin L. Powell, USA</td>
<td>1 October 1989–30 September 1993</td>
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<td>Admiral David E. Jeremiah, USN (Acting)</td>
<td>1 October 1993–24 October 1993</td>
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<td>General Henry H. Shelton, USA</td>
<td>1 October 1997–30 September 2001</td>
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<td>General Richard B. Myers, USAF</td>
<td>1 October 2001–30 September 2005</td>
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<td>General Peter Pace, USMC</td>
<td>1 October 2005–30 September 2007</td>
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<td>Admiral Michael G. Mullen, USN</td>
<td>1 October 2007–30 September 2011</td>
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<td>General Martin E. Dempsey, USA</td>
<td>1 October 2011–25 September 2015</td>
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<td>General Joseph F. Dunford, USMC</td>
<td>26 September 2015–Present</td>
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<td>Admiral David E. Jeremiah, USN</td>
<td>1 March 1990–28 February 1994</td>
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<td>General Joseph W. Ralston, USAF</td>
<td>1 March 1996–1 March 2000</td>
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<td>General Richard B. Myers, USAF</td>
<td>2 March 2000–1 October 2001</td>
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<td>General Peter Pace, USMC</td>
<td>2 October 2001–12 August 2005</td>
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<td>General James E. Cartwright, USMC</td>
<td>2 September 2007–3 August 2011</td>
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<td>General Paul J. Selva, USMC</td>
<td>31 July 2015–Present</td>
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<td>C. Chiefs of Staff of the Army</td>
<td>General Dwight D. Eisenhower</td>
<td>19 November 1945–6 February 1948</td>
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<td>General Omar N. Bradley</td>
<td>7 February 1948–15 August 1949</td>
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<td>General J. Lawton Collins</td>
<td>16 August 1949–14 August 1953</td>
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<td>General Matthew B. Ridgway</td>
<td>15 August 1953–29 June 1955</td>
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<td>General Maxwell D. Taylor</td>
<td>30 June 1955–30 June 1959</td>
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<td>General Lyman L. Lemnitzer</td>
<td>1 July 1959–30 September 1960</td>
<td></td>
</tr>
<tr>
<td></td>
<td>General George H. Decker</td>
<td>1 October 1960–30 September 1962</td>
<td></td>
</tr>
<tr>
<td></td>
<td>General Earle G. Wheeler</td>
<td>1 October 1962–2 July 1964</td>
<td></td>
</tr>
<tr>
<td></td>
<td>General Harold K. Johnson</td>
<td>3 July 1964–2 July 1968</td>
<td></td>
</tr>
<tr>
<td></td>
<td>General William C. Westmoreland</td>
<td>3 July 1968–30 June 1972</td>
<td></td>
</tr>
</tbody>
</table>
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 Dennis J. Reimer ........................................ 20 June 1995–20 June 1999
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 2011–14 August 2015
General Mark Milley .............................................. 14 August 2015–Present

D. CHIEFS 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 Gary Roughead ....................................... 30 September 2007–23 September 2011
Admiral Jonathan W. Greenert ................................ 24 September 2011–18 September 2015
Admiral John M. Richardson ................................... 18 September 2015–Present

30 DoD Key Officials
### E. CHIEFS OF STAFF OF THE AIR FORCE

<table>
<thead>
<tr>
<th>Name</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Carl Spaatz</td>
<td>26 September 1947</td>
<td>29 April 1948</td>
</tr>
<tr>
<td>General Hoyt S. Vandenberg</td>
<td>30 April 1948</td>
<td>29 June 1953</td>
</tr>
<tr>
<td>General Nathan F. Twining</td>
<td>30 June 1953</td>
<td>30 June 1957</td>
</tr>
<tr>
<td>General Thomas D. White</td>
<td>1 July 1957</td>
<td>30 June 1961</td>
</tr>
<tr>
<td>General Curtis E. LeMay</td>
<td>30 June 1961</td>
<td>31 January 1965</td>
</tr>
<tr>
<td>General John P. McConnell</td>
<td>1 February 1965</td>
<td>31 July 1969</td>
</tr>
<tr>
<td>General John D. Ryan</td>
<td>1 August 1969</td>
<td>31 July 1973</td>
</tr>
<tr>
<td>General George S. Brown</td>
<td>1 August 1973</td>
<td>30 June 1974</td>
</tr>
<tr>
<td>General David C. Jones</td>
<td>1 July 1974</td>
<td>20 June 1978</td>
</tr>
<tr>
<td>General Lew Allen, Jr.</td>
<td>1 July 1978</td>
<td>30 June 1982</td>
</tr>
<tr>
<td>General Charles A. Gabriel</td>
<td>1 July 1982</td>
<td>30 June 1986</td>
</tr>
<tr>
<td>General Larry D. Welch</td>
<td>1 July 1986</td>
<td>30 June 1990</td>
</tr>
<tr>
<td>General Michael J. Dugan</td>
<td>1 July 1990</td>
<td>17 September 1990</td>
</tr>
<tr>
<td>General John M. Loh (Acting)</td>
<td>18 September 1990</td>
<td>27 October 1990</td>
</tr>
<tr>
<td>General Merrill A. McPeak</td>
<td>27 October 1990</td>
<td>25 October 1994</td>
</tr>
<tr>
<td>General Ronald R. Fogelman</td>
<td>26 October 1994</td>
<td>2 October 1997</td>
</tr>
<tr>
<td>General Michael E. Ryan</td>
<td>2 October 1997</td>
<td>6 September 2001</td>
</tr>
<tr>
<td>General John J. Jumper</td>
<td>6 September 2001</td>
<td>2 September 2005</td>
</tr>
<tr>
<td>General T. Michael Moseley</td>
<td>2 September 2005</td>
<td>1 August 2008</td>
</tr>
<tr>
<td>General Norton A. Schwartz</td>
<td>12 August 2008</td>
<td>10 August 2012</td>
</tr>
<tr>
<td>General Mark A. Welsh III</td>
<td>10 August 2012</td>
<td>24 June 2016</td>
</tr>
<tr>
<td>General David Goldfein</td>
<td>1 July 2016</td>
<td>Present</td>
</tr>
</tbody>
</table>

### F. COMMANDANTS OF THE MARINE CORPS

<table>
<thead>
<tr>
<th>Name</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Alexander A. Vandegrift</td>
<td>1 January 1944</td>
<td>31 December 1947</td>
</tr>
<tr>
<td>General Clifton B. Cates</td>
<td>1 January 1948</td>
<td>31 December 1951</td>
</tr>
<tr>
<td>General Lemuel C. Shepherd, Jr.*</td>
<td>1 January 1952</td>
<td>31 December 1955</td>
</tr>
<tr>
<td>General Randolph McC. Pate</td>
<td>1 January 1956</td>
<td>31 December 1959</td>
</tr>
<tr>
<td>General David M. Shoup</td>
<td>1 January 1960</td>
<td>30 December 1963</td>
</tr>
<tr>
<td>General Wallace M. Greene, Jr.</td>
<td>1 January 1964</td>
<td>30 December 1967</td>
</tr>
<tr>
<td>General Leonard F. Chapman, Jr.</td>
<td>1 January 1968</td>
<td>31 December 1971</td>
</tr>
<tr>
<td>General Robert E. Cushman, Jr.</td>
<td>1 January 1972</td>
<td>30 June 1975</td>
</tr>
<tr>
<td>General Louis H. Wilson**</td>
<td>1 July 1975</td>
<td>30 June 1979</td>
</tr>
<tr>
<td>General Robert H. Barrow</td>
<td>1 July 1979</td>
<td>30 June 1983</td>
</tr>
<tr>
<td>General Paul X. Kelley</td>
<td>1 July 1983</td>
<td>30 June 1987</td>
</tr>
<tr>
<td>General Alfred M. Gray, Jr.</td>
<td>1 July 1987</td>
<td>1 July 1991</td>
</tr>
<tr>
<td>General Carl E. Mundy, Jr.</td>
<td>1 July 1991</td>
<td>30 June 1995</td>
</tr>
<tr>
<td>General C.C. Krulak</td>
<td>1 July 1995</td>
<td>30 June 1999</td>
</tr>
</tbody>
</table>
Joint Chiefs of Staff

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 .................................... 16 October 2010–24 September 2015
General Robert Neller ................................................. 24 September 2015–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).

G. CHIEFS OF THE NATIONAL GUARD BUREAU

Gen. Craig R. McKinley, USAF .................................... 3 January 2012–6 September 2012
General Frank J. Grass, USA....................................... 7 September 2012–3 August 2016
Gen. Joseph L. Lengyel ............................................. 3 August 2016–Present

The Chief of the National Guard Bureau became a member of the Joint Chiefs on Dec. 31 when the 2012 National Defense Authorization Act was signed into law. The National Guard Bureau became a joint activity of DoD on 28 January 2008 when P.L. 110-181 was signed into law.

H. DIRECTORS OF THE JOINT STAFF

While not a member of the Joint Chiefs of Staff, the Director of the Joint Staff (DJS) was established by the 1947 National Security Act and was to be appointed by the Joint Chiefs of Staff to perform such duties as directed by the Joint Chiefs. With the passage of the 1949 National Security Act Amendments and the creation of the position of Chairman of the Joint Chiefs of Staff, the Chairman, after consultation with the other members of the Joint Chiefs of Staff and with the approval of the Secretary of Defense, appoints the DJS. The Director assists the Chairman of the Joint Chiefs of Staff in fulfilling his responsibilities as the principal military adviser to the President and Secretary of Defense by developing and providing strategic direction, policy guidance and planning focus to the Joint Staff and by fostering clear communication among the President, Secretary of Defense, unified commands, and services.

Vice Adm. Arthur C. Davis, USN .............................. 20 September 1949–1 November 1951
Lt. Gen. Andrew J. Goodpaster, USA ......................... 1 August 1966–31 March 1967
Vice Adm. Nels C. Johnson, USN .............................. 1 August 1968–19 July 1970
DoD Key Officials
Joint Chiefs of Staff

Rear Adm. Mason B. Freeman, USN (Acting) ...................... 8 April 1972–11 June 1972
Vice Adm. Patrick J. Hannifin, USN .............................. 1 July 1977–20 June 1978
Maj. Gen. John A. Wickham, Jr., USA (Acting) ............... 1 July 1978–21 August 1978
Vice Adm. Carl Thor Hanson, USN ............................ 22 June 1979–30 June 1981
Vice Adm. Powell F. Carter, Jr., USN ....................... 1 July 1985–14 August 1987
Vice Adm. Timothy J. Keating, USN ............................ 13 October 2003–October 2004
Vice Adm. William E. Gortney, USN .......................... 1 July 2010–August 2012
Lt. Gen. William C. Mayville Jr., USA ....................... August 2015–July 2017
VI. 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 five current Under Secretary positions are listed by order of precedence.

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 IX.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.


Under Secretary of Defense (Research and Engineering)

  • 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 II, Secretaries of Defense)

  • 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

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
• 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)

<table>
<thead>
<tr>
<th>Name</th>
<th>Start/End Dates</th>
<th>Details</th>
</tr>
</thead>
</table>
| 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) |
  - Director, Planning and Evaluation, 1976–1977  
  - Secretary of the Air Force, 1986–1988         |
  - Official with General Dynamics, 1976–1999  
  - Principal Deputy Under Secretary of Defense (Acquisition and  
    Technology), 2001–2005                        |
  - Director, Program Analysis and Evaluation, 2003–2005         |
| JOHN J. YOUNG, JR. (Acting)               | 21 JULY 2007–20 NOVEMBER 2007   | 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    | 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                      |
| FRANK KENDALL III (Acting)                | 6 OCTOBER 2011–24 MAY 2012      | President and Chief Executive Officer, Textron Systems Corporation,  
  - 2012-2017                                       |
| FRANK KENDALL III                         | 24 MAY 2012–20 JANUARY 2017     | (see profile in part II, Secretaries of Defense) |
| ELLEN M. LORD                             | 1 AUGUST 2017–PRESENT           | President and Chief Executive Officer, Textron Systems Corporation,  
  - 2012-2017                                       |
B. 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 IV.A, "Secretaries of the Military Departments, Army")

• 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 III, "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
Under Secretaries of Defense

- Senior Advisor, Center for Strategic and International Studies, 2000–2006

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 2014–10 JUNE 2016
- 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

BRIAN MCKEON (Acting) 11 JUNE 2016–20 JANUARY 2017

ROBERT S. KAREM (Acting) 20 JANUARY 2017–10 OCTOBER 2017

DAVID J. TRACHTENBERG (Acting) 17 OCTOBER 2017–3 JANUARY 2018

JOHN C. ROOD 3 JANUARY 2018–PRESENT
- Senior Vice President, Lockhead Martin International
- Assistant Secretary of State for Arms Control and International Security, 2006-2007

C. 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 IX.B.4, Former Assistant Secretary of Defense Positions, Comptroller, for predecessors of this position.) According to DoD Directive 5118.03, the Under Secretary of Defense (Comptroller)/Chief Financial Officer is the Principal Staff Assistant and advisor to the Secretary of Defense for budgetary and financial matters.

- Deputy Secretary of Defense, 29 July 1997–31 March 2000 (see profile in part III, 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 III, 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 2004–26 SEPTEMBER 2008

- Professional Staff, House Committee on Appropriations, 1995–2001
- Assistant Director and Chief Financial Officer, Federal Bureau of Investigation, 2002–2004

ROBERT F. HALE ............. 9 FEBRUARY 2009–27 JUNE 2014

- 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 2014–20 JANUARY 2017

- 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

JOHN ROTH .................... 20 JANUARY 2017–1 JUNE 2017

DAVID L. NORQUIST ........... 2 JUNE 2017–PRESENT


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 5124.02 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 IX.B.6, Former Assistant Secretary of Defense Positions, Manpower, for predecessors of this position.) The Under Secretary of Defense for Personnel and Readiness is the Principal Staff Assistant and advisor to the Secretary of Defense for Total Force management; National Guard and Reserve Component affairs; health affairs; readiness and training; military and civilian personnel requirements; language; dependents’ education; equal opportunity; morale, welfare, recreation; and quality-of-life matters.

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 deLEON ............... 5 AUGUST 1997–31 MARCH 2000

- Deputy Secretary of Defense, 31 March 2000–1 March 2001 (see profile in...
<table>
<thead>
<tr>
<th>Name</th>
<th>Start Date</th>
<th>End Date</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAIL MCGINN</td>
<td>21 January 2009</td>
<td>8 February 2010</td>
<td>(Performing the Duties of)</td>
</tr>
<tr>
<td>JESSICA L. WRIGHT</td>
<td>27 June 2014</td>
<td>20 March 2015</td>
<td>Served 35 years in Pennsylvania Army National Guard, retiring as major general, Assistant Secretary of Defense for Reserve Affairs, May 2012 – January 2013</td>
</tr>
<tr>
<td>PETER LEVINE (Acting)</td>
<td>11 April 2016</td>
<td>20 January 2017</td>
<td></td>
</tr>
<tr>
<td>ANTHONY KURTA</td>
<td>20 January 2017</td>
<td>21 November 2017</td>
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</tbody>
</table>
E. 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 IX.B.3, Former Assistant Secretary of Defense Positions, Command, Control, Communications, and Intelligence, for predecessors of this position.) According to DoD Directive 5143.01, the Under Secretary of Defense (Intelligence) is the Principal Staff Assistant (PSA) and advisor to the Secretary of Defense and Deputy Secretary of Defense regarding Intelligence, Counterintelligence (CI), Security, sensitive activities, and other intelligence-related matters.

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
• 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 2011–30 APRIL 2015
• 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

MARCEL LETTRE ............. 5 February 2016–20 JANUARY 2017
• Acting Under Secretary of Defense for Intelligence, April 2015–February 2015
• Principal Deputy Under Secretary of Defense for Intelligence, October 2013 to May 2015
• Special Assistant to the Secretary of Defense, 2011-2013

TODD LOWERY
(Performing the Duties of) ...... 20 JANUARY 2017–1 JUNE 2017

KARI BINGEN (ACTING) ...... 2 JUNE 2017–21 NOVEMBER 2017

JOSEPH D. KEMAN .......... 21 NOVEMBER 2017–PRESENT
• Vice President, SAP National Security Services Inc., 2013-2017
• Deputy Commander, USSOUTHCOM, 2011-2013
• Served in U.S. Navy, 1981-2013
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.

*Not comprehensive; listing order is alphabetical and does not reflect order of succession

A. DEPUTY CHIEF MANAGEMENT OFFICERS 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 Systems Management Committee (DBSMC) and act as Chairman in the Deputy Secretary’s absence. Effective October 2001, the Defense Business Council is the subordinate governance board to the Deputy’s Management Action Group (DMAG) regarding the management of the Department’s business operations in accordance with DoD Directive 5105.79. The DBC is co-chaired by the DCMO of the Department of Defense and the DoD Chief Information Office. The Deputy Secretary merged a number of senior leadership bodies with the DMAG, including the DBSMC, in late 2011. 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. NOTE: Level III of the Executive Schedule is a separate publication).

Elizabeth A. McGrath ............................................ 22 June 2010–30 November 2013
Kevin Scheid (Acting) ............................................. 1 December 2013–23 May 2014
David Tillotson III (Acting)......................................... 27 May 2014–8 November 2017
John H. Gibson II. ........................................... 8 November 2017–Present

B. DIRECTORS 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
**DIRECTOR, DEFENSE PROGRAM ANALYSIS AND EVALUATION**

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

**ASSISTANT SECRETARY OF DEFENSE (PROGRAM ANALYSIS AND EVALUATION)**

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

**DIRECTOR FOR PLANNING AND EVALUATION**

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

**ASSISTANT SECRETARY OF DEFENSE (PROGRAM ANALYSIS AND EVALUATION)**

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

**DIRECTOR OF PROGRAM ANALYSIS AND EVALUATION**


**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.


**DIRECTORS OF PROGRAM ANALYSIS AND EVALUATION**

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 2005–3 April 2009
*Berkson was dual-hatted as Director of Program Analysis and Evaluation and Acting Assistant Secretary of Defense (Logistics and Materiel Readiness).
DIRECTORS, COST ASSESSMENT AND PROGRAM EVALUATION

Public Law 111-23, the Weapon Systems Acquisition Reform Act (WSARA), signed into law 22 May 2009, established the Director, Cost Assessment and Program Evaluation (CAPE) and transferred the staff of the former Program Analysis and Evaluation (PA&E) to CAPE. WSARA, 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 2014–20 January 2017
Robert Daigle .......................................................... 20 January 2017–Present

C. DIRECTORS OF OPERATIONAL TEST AND EVALUATION


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
David Duma (Acting) ................................................... 20 January 2017–Present

D. GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE

Position established by title by Reorganization Plan No. 6 of 1953 and by DoD Directive 5145.01, 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
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
Deanne C. Siemer ................................................ 28 April 1977–15 October 1979
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
Jamie S. Gorelick ................................................ 5 May 1993–17 March 1994
Judith A. Miller ......................................................... 29 September 1994–7 November 1999
William J. Haynes II .................................................. 24 May 2001–10 March 2008
Robert Taylor (Acting) ................................................ 1 January 2013–27 October 2013
Jennifer M. O’Connor ................................................ 12 June 2016–20 January 2017
Paul Koffsky (Performing the Duties of) .............................................. 20 January 2017—August 2017
William S. Castle (Acting) ........................................... August 2017–Present

E. INSPECTORS GENERAL OF THE DEPARTMENT OF DEFENSE


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
Derek Vander Schaaf (Acting) ........................................ 20 October 1989–28 November 1989
<table>
<thead>
<tr>
<th>Specified Officials</th>
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<tbody>
<tr>
<td>Derek Vander Schaaf (Acting) .............................................</td>
<td>19 November 1991–28 February 1995</td>
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<tr>
<td>Eleanor J. Hill .................................................................</td>
<td>1 March 1995–30 April 1999</td>
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<tr>
<td>Donald Mancuso (Acting) ..................................................</td>
<td>1 May 1999–26 January 2000</td>
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<tr>
<td>Joseph E. Schmitz ...............................................................</td>
<td>2 April 2002–9 September 2005</td>
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<tr>
<td>Claude M. Kicklighter ..........................................................</td>
<td>30 April 2007–2 July 2008</td>
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<tr>
<td>Lynne M. Halbrooks (Acting) ..................................................</td>
<td>25 December 2011–21 June 2012</td>
</tr>
<tr>
<td>Jon T. Rymer .................................................................</td>
<td>17 September 2013–8 January 2016</td>
</tr>
<tr>
<td>Glenn Fine (Acting) ..........................................................</td>
<td>10 January 2016-Present</td>
</tr>
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</table>
VIII. PRINCIPAL DEPUTY
UNDER SECRETARIES OF DEFENSE

A. 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
Vacant .............................................................................. Present

B. POLICY


I. Lewis Libby .................................................. 12 August 1992–10 January 1993
Walter B. Slocombe ............................................... 1 June 1993–14 September 1994
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 2014–20 January 2017
Theresa Whelan .................................................. 20 January 2017–17 October 2017
David J. Trachtenberg ............................................ 18 October 2017–Present
C. COMPTROLLER/CHIEF FINANCIAL OFFICER

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
John P. Roth (Performing the Duties of) ............................................ 27 June 2014–22 December 2015
John C Conger ................................................................. 22 December 2015–20 January 2017
Vacant .................................................................................. 20 January 2017–2 August 2017
Elaine McCusker ................................................................. 2 August 2017–Present

D. PERSONNEL AND READINESS

Position established by NDAA FY02, PL 107–107 (28 December 2001). DoD Directive 5124.08, 16 July 2003, added the word Principal to this official title.

William J. Carr (Acting) .......................................................... 2009–2010
Jo Ann Rooney ................................................................. 2 June 2011–24 May 2012
Laura Junor ................................................................. 31 July 2014–May 2015
Vacant .................................................................................. 31 July 2014–May 2015

E. 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 2013–5 February 2016
Vacant .................................................................................. 1 November 2013–5 February 2016
Todd Lowery (Performing the Duties of) ................................. 5 February 2016–2 June 2017

DoD Key Officials
IX. 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. Energy, Installations, and Environment
4. Health Affairs
5. Homeland Defense and Global Security
6. International Security Affairs
7. Legislative Affairs
8. Logistics and Materiel Readiness
9. Nuclear, Chemical, and Biological Defense Programs
10. Readiness
11. Research and Engineering
12. Manpower and 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.

Dyke Weatherington (Performing the Duties of) ............. 20 January 2017–14 December 2017
James A. MacStravic (Acting) .................................... 14 December 2017–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. This position was established under the authority of United States Code, Title 10, section 138, at the discretion of the Secretary of Defense after region.

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
David Shear ..................................................... 17 July 2014–20 January 2014
David Helvey (Acting) ........................................ 20 January 2017–29 December 2017
Randall G. Schriver ....................................... 29 December 2017–Present

3. ENERGY, INSTALLATIONS, AND ENVIRONMENT

The position of Assistant Secretary of Defense for Operational Energy Plans and Programs (OEP&P) 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

On 19 December, 2014, the position merged with the Deputy Under Secretary of Defense for Installations and Environment when the 2015 National Defense Authorization Act was signed into law. In addition to its prior responsibilities, the position is to create policies to improve facility energy efficiency, increase renewable energy use on U.S. installations and operations, promote energy security, and manage environmental compliance, conservation, and clean-up programs.

John Conger (Performing the Duties of) .................... 20 December 2014–20 January 2017
Lucian Niemeyer .............................................. 20 January 2017–Present

4. 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 IX.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. One of five discretionary ASDs.

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
Dr. William Mayer .................................................. 18 November 1983–21 April 1989
Dr. Enrique Mendez .............................................. 5 March 1990–20 January 1993
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 2011–1 May 2016
Dr. David Smith (Performing the Duties of) ........................................... 20 January 2017–23 August 2017
Thomas McCaffery (Acting) ............................................. 23 August 2017–Present
5. 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

*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 2014–6 July 2015
Thomas F. Atkin................................................ 5 November 2014–20 January 2017
Kenneth Rapuano ......................................................... 19 June 2017–Present

6. 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. One of five discretionary ASDs.

John H. Ohly ................................................... 27 March 1949–1 December 1949
Frank C. Nash ............................................. 28 February 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)


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
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 .............................................................. 4 March 1969–30 January 1973
Robert C. Hill ............................................................... 6 January 1974–1 April 1974
Amos A. Jordan (Acting) .................................................. 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
Francis J. West, Jr. ............................................................. 4 April 1981–1 April 1983
Richard L. Armitage (Acting) ............................................ 2 April 1983–5 June 1983
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 2012–16 January 2015
Elissa S. Slotkin (Acting) ................................................... 19 January 2015–20 January 2017
Robert Story Karem .......................................................... 2 June 2017–Present

7. 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 IX.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
David E. McGiffert ............................................................... 8 August 1962–30 June 1965
Richard G. Capen, Jr. ................................................... 5 January 1970–1 May 1971
Rady A. Johnson ................................................................. 2 May 1971–10 March 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

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

Assistant to the Secretary of Defense (Legislative Affairs)


Assistant Secretary of Defense (Legislative Affairs)

Russell A. Rourke ......................................................... 6 May 1981–8 December 1985
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

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
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
Elizabeth L. King ............................................. 7 May 2009–31 December 2014
Michael J. Stella (Acting) ...................................... 2 January 2015–April 2015
Stephen Hedger .................................................. April 2015–July 2016
Tressa Guenov (Acting) .......................................... July 2016–20 January 2017
Pete Giambastiani (Acting) .................................... 20 January 2017–31 July 2017
Robert Hood ..................................................... 1 August 2017–Present

8. 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.

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
David J. Bertea ................................................ 16 December 2015–26 March 2016
Kristin French (Acting) ......................................... 20 July 2016–Present

9. 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.

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
Richard Wagner .................................................. 6 June 1982–1 April 1986
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)


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 2009–17 October 2014
Arthur T. Hopkins (Acting) ..................................... January 2015–21 November 2017
Guy B. Roberts....................................................... 21 November 2017–Present

10. READINESS

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. One of five discretionary ASDs.

Lynn C. Simpson (Performing the duties of) ........................................... April 2010–April 2011
Frederick E. Vollrath .......................................................... 18 April 2013–15 June 2014
Vacant ........................................................................ 14 June 2014–13 November 2016
Elizabeth Van Winkle (Performing the Duties of) ....................... 13 November 2016–29 October 2017
Veronica B. Daigle ............................................................. 29 October 2017–Present

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
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 VI.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).

Charles M. Herzfeld.................................................. 12 March 1990–8 May 1991
Victor Reis....................................................... 3 December 1991–30 May 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 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 2012–26 June 2015
Mary Miller (Acting) ................................................... 20 January 2017–Present

12. MANPOWER AND 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 IX.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
Thomas F. Hall..................................................... 9 October 2002–8 April 2009
Assistant Secretaries of Defense

13. SPECIAL OPERATIONS AND LOW-INTENSITY CONFLICT

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


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
Michael Lumpkin (Acting) .................................................. 18 March 2011–19 December 2011
Michael G. Sheehan ................................................... 20 December 2011–25 August 2013
Theresa M. Whelan ................................................... 26 July 2015–30 May 2017
Caryn Hollis (Performing the Duties of) .................................. 30 May 2017–1 August 2017
Mark E. Mitchell (Acting) .................................................. 2 August 2017–20 December 2017
Owen O. West ................................................... 20 December 2017–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 Strategic Affairs). One of five discretionary ASD positions.

Robert Scher ................................................... 16 December 2014–18 March 2017
Thomas Harvey (Acting) .................................................. 20 January 2017–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


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 IX.B.3 in this section, Command, Control, Communications, and Intelligence.)

**Deputy Assistant Secretary of Defense (Comptroller) for Administration**


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.


Raymond F. DuBois .................................................. 1 October 2002 (assumed duties);

Officially appointed 18 June 2003–May 2005


Michael L. Rhodes (Acting) ........................................ 21 June 2008–25 March 2010

Michael L. Rhodes .................................................... 25 March 2010–Present

Position changed on 13 August 2014 to Director of Administration, per DoD Directive 5230.29.
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


**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


**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

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.


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)**


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
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
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 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
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


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 VI.C, 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 IX.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)


Murray Snyder ................................................... 21 March 1957–20 January 1961
Jerry W. Friedheim (Acting) ................................... 20 January 1973–13 April 1973
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
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
Fred Hoffman (Acting) ............................................ 23 June 1985–1 October 1985
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


Assistant to the Secretary of Defense for Public Affairs

Vernon A. Guidry, Jr. .............................................. 22 January 1993–18 July 1993

Position title changed to Assistant Secretary of Defense (Public Affairs) in DoD Directive 5122.5, 29 March

**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.

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
George Little (Acting) .......................................... 1 April 2012–8 October 2012

In a memo from the Secretary of Defense, the position was retitled to Assistant to the Secretary of Defense for Public Affairs, effective 9 October 2012.

**Assistant to the Secretary of Defense for Public Affairs**

George Little .................................................. 9 October 2012–15 November 2013
Brent Colburn .................................................. 18 December 2014–20 January 2017
Dana W. White .................................................. 5 April 2017 to Present

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

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 IX.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)


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

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.

Francis M. Rush, Jr. (Acting) ................................. 15 November 1997–12 November 1999
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.

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 IX.A.6, Current Assistant Secretary of Defense Positions, International Security Affairs).

Assistant Secretary of Defense (International Security Policy)

Richard N. Perle .................................................... 5 August 1981–8 May 1987
Ronald F. Lehman .................................................. 18 February 1988–11 May 1989

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

Assistant Secretary of Defense (Global Strategic 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.
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 9 January 2015.

**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)**


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 IX.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)**

<table>
<thead>
<tr>
<th>Name</th>
<th>Terms of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thomas D. Morris</td>
<td>29 January 1961–11 December 1964</td>
</tr>
<tr>
<td>Paul R. Ignatius</td>
<td>23 December 1964–31 August 1967</td>
</tr>
<tr>
<td>Thomas D. Morris</td>
<td>1 September 1967–1 February 1969</td>
</tr>
<tr>
<td>Barry J. Shillito</td>
<td>1 February 1969–1 February 1973</td>
</tr>
<tr>
<td>John J. Bennett (Acting)</td>
<td>1 April 1975–9 February 1976</td>
</tr>
<tr>
<td>Frank A. Shrontz</td>
<td>10 February 1976–19 January 1977</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Terms of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>James P. Wade</td>
<td>6 August 1984–5 July 1985</td>
</tr>
</tbody>
</table>

**Assistant Secretary of Defense (Acquisition and Logistics)**


<table>
<thead>
<tr>
<th>Name</th>
<th>Terms of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>James P. Wade</td>
<td>5 July 1985–3 November 1986</td>
</tr>
<tr>
<td>Robert B. Costello</td>
<td>13 March 1987–15 April 1987</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Terms of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert B. Costello</td>
<td>15 April 1987–17 December 1987</td>
</tr>
<tr>
<td>Colin McMillan</td>
<td>5 March 1990–11 December 1992</td>
</tr>
</tbody>
</table>

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).

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.”
X. OTHER OSD PRINCIPAL STAFF ASSISTANTS

A. ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS

See section IX.B.5.

B. 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 IX.B.3.)

Terry Halvorsen III ............................................... 21 May 2014–28 February 2017
John Zangardi (Acting) .................................................... 1 March 2017–Present

C. DIRECTORS 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 May (Acting) ..................................................... 6 January 2015–12 May 2015
James Baker .............................................................13 May 2015- Present
XI. COMBATANT COMMANDS

A. CURRENT COMMANDS

U.S. AFRICA COMMAND (KELLEY BARRACKS, STUTTGART, GERMANY)
Established 1 October 2008
General Thomas D. Waldhauser, USA, Commander ........................................ (18 July 2016–Present)

U.S. CENTRAL COMMAND (MACDILL AFB, TAMPA, FL)
Established 1 January 1983
General Joseph L. Votel, USA, Commander .................................................. (30 March 2016–Present)

U.S. EUROPEAN COMMAND (STUTTGART-VAIHINGEN, GERMANY)
Established 1 August 1952
General Curtis M. Scaparrotti, USAF, Commander ......................................... (3 May 2016–Present)

U.S. NORTHERN COMMAND (PETERSON AFB, CO)
Established 1 October 2002
General Lori Robinson, USAF, Commander .................................................. (13 May 2016–Present)

U.S. PACIFIC COMMAND (CAMP H.M. SMITH, HI)
Established 1 January 1947
Admiral Harry Harris, USN, Commander ...................................................... (4 May 2016–Present)

U.S. SOUTHERN COMMAND (MIAMI, FL)
Established 6 June 1963
Admiral Kurt Tidd, USN, Commander ............................................................ (14 January 2016–Present)
U.S. SPECIAL OPERATIONS COMMAND (MacDill AFB, Tampa, FL)
Established 16 April 1987
General Raymond Thomas, USA, Commander ........................................ 30 March 2016–Present

U.S. STRATEGIC COMMAND (Offutt AFB, NE)
Established 1 June 1992
General John E. Hyten, USAF, Commander ........................................... (4 November 2016–Present)

U.S. TRANSPORTATION COMMAND (Scott AFB, IL)
Established 1 July 1987
General Darren W. McDew, USAF, Commander ...................................... (5 May 2014–Present)

B. DIESTABLISHED COMMANDS

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
XII. Defense Agencies

A. Current Defense Agencies

1. Defense Advanced Research Projects Agency

Director: ...................................................................... Steven Walker

2. Defense Commissary Agency

Director: .............................................................. Robert Bianchi (Interim)


Director:  ...................................................................... Anita F. Bales

4. Defense Contract Management Agency

Director: ....................................................... Vice Admiral David Lewis, USN

5. Defense Finance and Accounting Service

Director:  ...................................................................... Teresa McKay

6. Defense Health Agency

Director: ................................................................. Vice Admiral Raquel C. Bono, USN

7. Defense Information Systems Agency

Director: ................................................................. Lieutenant General Alan R. Lynn, USA
8. Defense Intelligence Agency

Director: .......................................................... Lt. Gen. Robert Ashley, USA

9. Defense Legal Services Agency

Director: ............................................................ William S. Castle (Acting)

10. Defense Logistics Agency

Director: ............................................... Lieutenant General Darrell Williams, USA

11. Defense POW/MIA Accounting Agency

Director: .................................................................... Kelly McKeague

12. Defense Security Cooperation Agency

Director: .............................................................. Lt. Gen. Charles Hooper


Director: ..................................................................... Daniel E. Payne


Director: ............................................................. Vayl S. Oxford

15. Missile Defense Agency

Director: .......................................................... Lieutenant General Samuel Greaves, USAF
16. **NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY**

Director: .......................................................... Robert Cardillo

17. **NATIONAL RECONNAISSANCE OFFICE**

Director: ....................................................... Betty J. Sapp

18. **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 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

19. **PENTAGON FORCE PROTECTION AGENCY**

Director: .......................................................... Jonathan H. Cofer

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**B. DISESTABLISHED DEFENSE AGENCIES**

1. **BALLISTIC MISSILE DEFENSE ORGANIZATION**

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**

7. **Defense Communications Agency**

8. **Defense Investigative Service**

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

10. **Defense Nuclear Agency**

11. **Defense Security Assistance Agency**

12. **Defense Special Weapons Agency**

13. **Defense Supply Agency**

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**

16. **Strategic Defense Initiative Organization**
XIII. DEPARTMENT OF DEFENSE FIELD ACTIVITIES

A. DEFENSE MEDIA ACTIVITY


Director: ................................................................. Ray B. Shepherd

B. 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

C. DEFENSE TECHNOLOGY SECURITY ADMINISTRATION


Director: ................................................................. Beth M. McCormick

D. DEPARTMENT OF DEFENSE EDUCATION ACTIVITY


Director: ................................................................. Thomas Brady

E. DEPARTMENT OF DEFENSE HUMAN RESOURCES ACTIVITY


Director: ................................................................. William H. Booth
F. DEPARTMENT OF DEFENSE TEST RESOURCE MANAGEMENT CENTER


Director: ............................................................ G. Derrick Hinton (Acting)
(also serves as Deputy Assistant Secretary of Defense [Developmental Test and Evaluation])

G. OFFICE OF ECONOMIC ADJUSTMENT


Director: ................................................................. Patrick J. O’Brien

H. WASHINGTON HEADQUARTERS SERVICES (WHS)

Established 1 October 1977. The Director oversees a broad range of administrative, management, and common support services, including human resources and security clearance services, facilities and facility operations, information technology (IT) capabilities and services, financial management, acquisition and contracting, and secure communications. The Director also provides oversight of designated DoD-wide statutory and regulatory programs, supporting DoD Components and other federal entities as directed and assigned. DoD directive 5110.04, 27 March 2013 is currently in coordination within the Department to reflect changes in the reporting authority. Under the authority, direction and control of the DCMO in a reorganization effective 11 July 2014. DoD Directive 5110.04, 27 March 2013.

Director: ................................................................. Barbara A. Westgate