

# DEPARTMENT OF DEFENSE KEY OFFICIALS September 1947–December 2020



HISTORICAL OFFICE OFFICE OF THE SECRETARY OF DEFENSE

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This compilation, prepared by the Office of the Secretary of Defense Historical Office, presents information about senior leaders, the positions they held, and the organization of the Department of Defense (DoD) since unification of the United States armed forces in 1947. 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) officials as well as certain 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 DoD agencies and field activities.

This compilation includes titles of some official positions that have been superseded by new titles or organizational changes.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 or sometimes years later.

Offices are sometimes without a permanent appointee for periods ranging from days to years. During many of these periods, other officials, most often a deputy or first assistant, serve in an "acting" or a "performing the duties of " capacity, and are listed as such in this publication. Chronological gaps in listings of officials may be due to a vacancy or may be due to a lack of records on the appointment of a temporary officeholder.

Since the enactment of the Federal Vacancies Reform Act of 1998, as amended, designation of acting officials and the statutory limitations on how long they are authorized to use the designation of acting are more closely managed. According to the act, a deputy or first assistant, or other senior agency employee designated by the President, may temporarily perform the functions and duties of a PAS official in an acting capacity for no more than 210 days. If the Senate returns or rejects the President's nominee for a vacancy, or if the President withdraws the nominee from consideration, the period of performance for the official serving in an acting capacity begins anew. A PAS official serving simultaneously in an acting capacity for a position for which they were not confirmed will be listed in this publication under both their Senate-confirmed position and the acting, nonconfirmed position.

When a first assistant or other executive office is vacant, or when a first assistant or deputy temporarily steps away from a position to serve in an acting capacity in another position, the vacancy may be handled by a PAS official or senior agency employee "performing the duties of" the position. Such an employee may be delegated nonstatutory duties and functions of the position and does not face a time constraint on how long they may perform such duties.

This edition corrects errors that appeared in earlier editions and brings the information up to date (as of December 2020). Please call any errors that appear in this publication to the attention of the Office of the Secretary of Defense Historical Office. Updates to this compilation are available at history.defense.gov.

# I. CURRENT DEPARTMENT OF DEFENSE KEY OFFICIALS

Last updated on December 29, 2020. Not in order of succession or precedence.

Secretary of Defense Christopher C. Miller (Acting)
Deputy Secretary of Defense David L. Norquist
Chief Management Officer
Secretary of the Army Ryan McCarthy
Secretary of the Navy Kenneth J. Braithwaite
Secretary of the Air ForceBarbara M. Barrett
Under Secretary of Defense (Research and Engineering) Michael Kratsios (Acting)
Deputy Under Secretary of Defense (Research and Engineering) Mark Lewis (Acting)
Assistant Secretary of Defense (Energy, Installations, and Environment)Lucian L. Niemeyer
Under Secretary of Defense (Acquisition and Sustainment) Ellen M. Lord
Deputy Under Secretary of Defense (Acquisition and Sustainment) Alan R. Shaffer
Assistant Secretary of Defense (Acquisition)
Assistant Secretary of Defense (Sustainment)
Assistant Secretary of Defense (Nuclear, Chemical and Biological Defense Programs) Alan R. Shaffer (Performing the Duties Of)
Under Secretary of Defense (Policy) Anthony J. Tata (Performing the Duties Of)
Deputy Under Secretary of Defense (Policy) Thomas Williams (Performing the Duties Of)
Assistant Secretary of Defense (Indo-Pacific Security Affairs) David Helvey (Performing the Duties Of)
Assistant Secretary of Defense (Homeland Defense and Global Security) Kenneth Rapuano
Assistant Secretary of Defense (International Security Affairs) Michael Cutrone (Performing the Duties Of)
Assistant Secretary of Defense (Strategy, Plans, and Capabilities)Victorino Mercado
Assistant Secretary of Defense (Space Policy)Justin Johnson (Performing the Duties Of)
Under Secretary of Defense (Comptroller/CFO) Thomas W. Harker (Performing the Duties Of)
Deputy Under Secretary of Defense (Comptroller/CFO)
Under Secretary of Defense (Personnel and Readiness)

Deputy Under Secretary of Defense (Personnel and Readiness)
Assistant Secretary of Defense (Health Affairs) Thomas P. McCaffery
Assistant Secretary of Defense (Manpower and Reserve Affairs) Virginia Penrod (Performing the Duties Of)
Assistant Secretary of Defense (Readiness) Thomas A. Constable (Acting)
Under Secretary of Defense (Intelligence and Security) Ezra Cohen-Watnick (Acting)
Deputy Under Secretary of Defense (Intelligence and Security)
Director, Cost Assessment and Program Evaluation Joseph Nogueira (Acting)
General Counsel
Inspector General
Director of Net Assessment James H. Baker
Director of Operational Test and Evaluation Robert F. Behler
Chief Information Officer
Director of Administration
Assistant Secretary of Defense (Legislative Affairs) Ann T. Johnson (Acting)
Assistant to the Secretary of Defense (Public Affairs) Jonathan Hoffman
Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict)Joseph Tonon (Acting)
Chairman of the Joint Chiefs of Staff General Mark Milley, USA
Vice Chairman of the Joint Chiefs of StaffGeneral John E. Hyten, USAF
Chief of Staff of the Army General James C. McConville, USA
Chief of Naval Operations
Chief of Staff of the Air Force
Commandant of the Marine Corps
Chief of Space Operations General John W. Raymond, USAF
Chief of the National Guard Bureau General Joseph L. Lengyel, USAF
Director of the Joint Staff Lt. Gen. Andrew P. Poppas, USA

### II. SECRETARIES OF DEFENSE

The National Security Act of 1947, Public Law (PL) 80-253, 26 July 1947, which provided for a National Military Establishment, created the position of Secretary of Defense. The National Security Act Amendments of 1949, PL 81-216, 10 August 1949, made the Secretary of Defense the head of the Department of Defense. The Secretary of Defense is the principal defense policy adviser to the President and exercises authority over the formulation of defense policy and all activities of the Department of Defense.

Congress passed PL 81-788 on 18 September 1950, waiving the restriction against nominating an active-duty commissioned officer in order for General George C. Marshall to serve as Secretary of Defense. This law was only effective for the duration of General Marshall's term as Secretary. General James N. Mattis received a similar waiver through PL 115-2, Secretary of Defense Appointment Restriction Waiver, on 20 January 2017.

striction Waiver, on 20 January 2017. • Born 15 February 1892; died 22 May 1949 • Served in the U.S. Navy during World War I • Dillon, Read & Company, 1916-1940 • Under Secretary of the Navy, 1940–1944 • Secretary of the Navy, 1944–1947 • Born 10 January 1891; died 24 April 1966 • Served in the U.S. Army, 1917–1919 • Founding partner, Steptoe & Johnson, 1912 • Cofounder and national commander, American Legion, 1932–1933 • Assistant Secretary of War, 1937–1940 • Returned to law practice 1940–1949 • Born 31 December 1880; died 16 October 1959 • Commissioned in the U.S. Army in 1902 • U.S. Army Chief of Staff, 1939–1945 • Secretary of State, 1947–1949 • President, American Red Cross, 1949–1950 • Born 14 September 1895; died 7 May 1986 • Served in the U.S. Navy as a pilot, 1917–1919 • Brown Brothers Harriman & Company, 1926–1940; 1946–1947; 1949–1950 • Special Assistant to the Secretary of War, 1940–1941 • Assistant to the Secretary of War for Air, 1941–1945 • Under Secretary of State, 1947–1949 • Deputy Secretary of Defense, 4 October 1950–16 September 1951 • Born 18 July 1890; died 26 September 1961 • Engineer, Westinghouse Electric Company, 1909–1919 • General Motors Corporation, 1919–1952 (president, 1941–1952)

• Born 30 October 1904; died 30 November 1972 • Procter & Gamble Company, 1925–1957 (president, 1948–1975) • Born 10 April 1906; died 25 March 1983 • Served in the U.S. Naval Reserve, 1942–1945 • Drexel & 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 • Born 9 June 1916; died 6 July 2009 • Served in the U.S. Army Air Forces, 1943–1946 • Ford Motor Company, 1946-1961 (president, 1960–1961) • President, World Bank, 1968–1981 Clark M. Clifford ..... 1 March 1968–20 January 1969 • Born 25 December 1906; died 10 October 1998 • Served in the U.S. Naval Reserve, 1943–1946 • Assistant Naval Aide to the President, 1945-1946 • Naval Aide to the President, 1946 • Special Counsel to the President, 1946–1950 • Senior partner, Clifford & Miller, 1950-1968 • Senior partner, Clifford & Warnke, 1969–1991 • Born 1 September 1922; died 16 November 2016 • Served in the U.S. Navy, 1942–1946 • U.S. Representative (R-WI), 1953–1969 • Born 20 July 1920; died 31 December 1999 • Served in the U.S. Army, 1942–1945 • Assistant Secretary of Health, Education, and Welfare, 1957-1959 • Lieutenant Governor of Massachusetts, 1965–1967 • Under Secretary of State, 1969–1970 • Secretary of Health, Education, and Welfare, 1970–1973 • U.S. Attorney General, 1973–1973 • Born 15 February 1929; died 27 March 2014 • Director of Strategic Studies, RAND Corporation, 1967–1969 • Assistant Director, Bureau of the Budget, 1969 • Assistant Director, Office of Management and Budget, 1970–1971 • Chairman, Atomic Energy Commission, 1971–1973 • Director of Central Intelligence, 1973 • Secretary of the Department of Energy, 1977–1979

- Born 9 July 1932
- Served in the U.S. Navy, 1954–1957
- U.S. Representative (R-IL), 1963–1969
- Director, Office of Economic Opportunity, 1969–1970
- Counselor to the President, 1970–1973
- Director, Cost of Living Council, 1971–1973
- Ambassador to NATO, 1973–1974
- White House Chief of Staff, 1974–1975
- Chief executive officer, G. D. Searle & Company, 1977–1985
- Chairman and chief executive officer, General Instrument Corporation, 1990– 1993
- Secretary of Defense, 20 January 2001-18 December 2006
- - Born 19 September 1927; died 4 January 2019
  - Staff member, Lawrence Livermore Laboratory, 1952–1960
  - President, Lawrence Livermore Laboratory, 1960–1961
  - Director, Defense Research and Engineering, 1961–1965
  - Secretary of the Air Force, 1965–1969
  - President, California Institute of Technology, 1969–1977
- - Born 18 August 1917; died 28 March 2006
  - Served in the U.S. Army, 1941–1945
  - Director, Office of Management and Budget, 1972-1973
  - Secretary of Health, Education, and Welfare, 1973–1975
  - General counsel, vice president, and director, Bechtel Corporation, 1975-1981
- - Born 18 October 1930; died 3 June 2018
  - Served in the U.S. Navy, 1952–1954
  - Director, Office of Economic Opportunity, 1970–1972
  - Under Secretary of Health, Education, and Welfare, 1972–1974
  - Ambassador to Portugal, 1975–1978
  - Deputy Director of Central Intelligence, 1978–1981
  - Deputy Secretary of Defense, 4 February 1981–31 December 1982
  - National Security Advisor, 1986–1987

 Deputy Secretary of Defense, 3 February 1984–22 April 1989; see bio in Section III

- Born 30 January 1941
- Special Assistant to the Director, Office of Economic Opportunity, 1969–1970
- Deputy to the Presidential Counselor, 1970–1971
- Assistant Director of Operations, Cost of Living Council, 1971–1973
- Assistant to the President, 1975–1977
- U.S. Representative (R-WY), 1978–1989

- Born 21 July 1938; died 21 May 1995
- Served in the U.S. Army, 1966–1968
- Assistant professor of economics, Marquette University, 1968–1970
- U.S. Representative (D-WI), 1971–1993
- Chairman, House Armed Services Committee, 1985–1993

- Born 11 October 1927
- Served in the U.S. Army, 1946–1947
- Laboratory director, General Telephone (General Telephone and Electric after 1959), 1954–1964
- President, Electromagnetic Systems Laboratory Inc., 1964–1977
- Director, Defense Research and Engineering, 1977
- Under Secretary of Defense (Research and Engineering), 1977–1981
- Director, Stanford University Center for International Security and Arms Control, 1989–1993
- Deputy Secretary of Defense, 5 March 1993– 3 February 1994
- - Born 28 August 1940
  - Assistant County Attorney, Penobscot County, Maine, 1968–1970
  - Mayor of Bangor, Maine, 1971–1972
  - U.S. Representative (R-ME), 1973–1979
  - U.S. Senator (R-ME), 1979–1997
- - Secretary of Defense, 20 November 1975–20 January 1977; see bio in this section
- - Born 25 September 1943
  - Served in U.S. Air Force intelligence, 1967–1969
  - Central Intelligence Agency, 1966–1974
  - National Security Council staff, 1974–1979
  - Central Intelligence Agency, 1979–1986
  - Deputy Director of Central Intelligence, 1986–1989
  - Assistant to the President for National Security Affairs and Deputy National Security Advisor, 1989–1991
  - Director of Central Intelligence, 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
  - U.S. Representative (D-CA), 1977–1993
  - Director, Office of Management and Budget, 1993–1994
  - White House Chief of Staff, 1994–1997
  - Director of Central Intelligence, 2009–2011

- Born 4 October 1946
- Served in the U.S. Army, 1967–1968
- Deputy Administrator, U.S. Veterans Administration, 1981–1982
- President and chief executive officer, Private Sector Council, 1990–1992
- President, McCarthy & Company, 1992–1996
- U.S. Senator (R-NE), 1996–2009

- Born 24 September 1954
- Assistant Secretary of Defense (Nuclear Security and Counterproliferation), 1993–1994
- Chair, international and global affairs faculty and professor of science and international affairs, John F. Kennedy School of Government, Harvard University, 2000–2009
- Under Secretary of Defense (Acquisition, Technology, and Logistics), 2009–2011
- Deputy Secretary of Defense, 6 October 2011–3 December 2013
- Senior executive, Markle Foundation, 2014–2015
- Distinguished visiting fellow, Hoover Institution, Stanford University, 2014–2015
- - Born 8 September 1950
  - Commissioned in the U.S. Marine Corps, 1971
  - NATO Supreme Allied Commander for Transformation, 2007–2010
  - Commander, U.S. Central Command, 2010–2013
  - Davies Family Distinguished Visiting Fellow, Hoover Institution, 2014–2017
- - Deputy Secretary of Defense, 19 June 2017–23 June 2019; see bio in section III
- - Secretary of the Navy, 3 August 2017–15 July 2019; see bio in section V
- - Served in the U.S. Army, U.S. Army Reserve, 1986–2007
  - Executive vice president, Global Intellectual Property Center, U.S. Chamber of Commerce, 2008–2010
  - Vice president for government relations, Raytheon Company, 2010-2017
  - Secretary of the Army, 2017–2019
  - Acting Secretary of Defense, 24 June 2019–15 July 2019

- Performing the duties of Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict), June–August 2020
- Director, National Counterterrorism Center, August-November 2020

Public Law 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.

#### Under Secretary of Defense

#### Deputy Secretary of Defense

Stephen T. Early ...... 10 August 1949–10 March 1950

- Born 27 August 1889; died 11 August 1951
- Served in the U.S. Army, 1917–1919
- Journalist, United Press, 1908–1913
- Journalist, Associated Press, 1913–1917 and 1920–1927
- Assistant to President Franklin D. Roosevelt, 1933–1945
- Under Secretary of Defense, 2 May 1949–9 August 1949, when the position title changed
- - Secretary of Defense, 17 September 1951–20 January 1953; see bio in section II
- - Born 27 April 1897; died 16 October 1984
  - Served in the U.S. Army, 1917
  - Under Secretary of Commerce, 1946–1948
  - Administrator, Economic Cooperation Administration, 1948–1951

- Born 6 March 1906; died 13 February 1971
- Vice president, Empire Plow Company, 1932-1941
- Harry Ferguson, Inc., 1941-1947 (president, 1943-1947)
- General Motors Corporation, 1948-1953 and 1959-1970

- Born 4 June 1910; died 14 August 1989
- General counsel and manager, W. T. Waggoner Estate, 1937–1952
- Secretary of the Navy, 1953–1954
- Secretary of the Treasury, 1957–1961

Reuben B. Robertson Jr.	5 August 1955–25 April 1957
• Born 27 June 1908; died 13 March 1960	
• Served in the U.S. Army, 1942–1945	
• Champion Paper and Fibre Company, 1930	0–1955 and 1957–1960 (president,
<ul><li>1950–1955 and 1957–1960)</li><li>Vice chairman, Hoover Commission Commission</li></ul>	nittee on Business Organization of
the Department of Defense, 1955	intee on Dusiness Organization of
Donald A. Quarles.	1 May 1957–8 May 1959
• Born 30 July 1894; died 8 May 1959	
• Served in the U.S. Army, 1917–1919	
• Engineer, Western Electric Company, 1919–1	
Bell Telephone Laboratories 1925-1952 (vice	-
<ul> <li>President, Sandia Corporation; vice presiden 1953</li> </ul>	t, Western Electric Company 1952–
<ul> <li>Assistant Secretary of Defense (Research and</li> </ul>	Development), 1953–1955
• Secretary of the Air Force, 15 August 1955–3	
Thomas S. Gates Jr.	
• Secretary of Defense, 2 December 1959–20 Ja	anuary 1961; see bio in section II
James H. Douglas Jr	11 December 1959–24 January 1961
• Born 11 March 1899; died 24 February 1988	
• Served in the U.S. Army, 1918, and U.S. Arm	
• Under Secretary of the Air Force, 1953–1957	
• Secretary of the Air Force, 1 May 1957–11 D	
Roswell L. Gilpatric	
• Born 4 November 1906; died 15 March 1996	
<ul> <li>Partner, Cravath, Swain &amp; Moore, 1940–1951</li> <li>Assistant Secretary of the Air Force, 1951</li> </ul>	l and 1953–1961
<ul> <li>Assistant Secretary of the Air Force, 1951</li> <li>Under Secretary of the Air Force, 1951–1953</li> </ul>	
Cyrus R. Vance	
• Born 27 March 1917; died 12 January 2002	, s
• Served in the U.S. Navy, 1942–1946	
Associate General Counsel, Senate Armed S	Services Preparedness Investigating
Subcommittee, 1958	
<ul> <li>Consulting Counsel, Senate Committee on S</li> <li>General Counsel, Department of Defense, 19</li> </ul>	
<ul> <li>Secretary of the Army, 1962–1964</li> </ul>	01-1702
Paul H. Nitze	1 July 1967–20 January 1969
• Born 27 March 1917; died 12 January 2002	
• Dillon, Read & Company, 1929–1937	
Chief, Metals and Minerals Branch, Board of	
• Director, then Vice Chairman, U.S. Strategic	
<ul> <li>Deputy Director, Office of International Trac 1946-1948</li> </ul>	ae Policy, U.S. Department of State,
<ul> <li>Policy Planning Staff, U.S. Department of Stat</li> </ul>	e. 1949–1953 (Director, 1950–1953)
	-, (=

<ul> <li>Assistant Secretary of Defense (International Security Affairs), 1961–1963</li> <li>Secretary of the Navy, 29 November 1963–30 June 1967</li> </ul>
David Packard
<ul> <li>Born 7 September 1912; died 26 March 1996</li> <li>Hewlett-Packard Company, 1939–1969 (president, 1947–1964, and chief executive officer, 1964–1969)</li> </ul>
Kenneth Rush
<ul> <li>Born 17 January 1910; died 11 December 1994</li> <li>Ambassador to the Federal Republic of Germany, 1969–1972</li> <li>Deputy Secretary of State, 1973–1974</li> </ul>
William P. Clements Jr
<ul> <li>Born 13 April 1917; died 29 May 2011</li> <li>Member, Department of Defense Blue Ribbon Defense Panel, 1969–1970</li> <li>Governor of Texas, 1979–1983, 1987–1991</li> </ul>
Robert F. Ellsworth
<ul> <li>Born 11 June 1926; died 9 May 2011</li> <li>Served in the U.S. Navy, 1944–1946 and 1950–1953</li> <li>U.S. Representative (R-KS), 1961–1967</li> <li>Ambassador to NATO, 1969–1974</li> <li>Assistant Secretary of Defense (International Security Affairs), 1974–1975</li> <li>Filled position of "second" Deputy Secretary of Defense (see introductory note)</li> <li>Charles W. Duncan Jr</li></ul>
Born 9 September 1926
<ul> <li>Born 9 September 1920</li> <li>Served in the U.S. Army Air Forces, 1944–1946</li> </ul>
<ul> <li>Coca-Cola Company, 1964–1974 (president, 1971–1974)</li> <li>Secretary of Energy, 1979–1981</li> </ul>
W. Graham Claytor Jr
<ul> <li>Born 14 March 1912; died 14 May 1994</li> <li>Served in the U.S. Navy, 1941–1946</li> <li>Associate; Partner, Covington &amp; Burling, 1938–1967</li> <li>President and chairman, Southern Railway Company, 1967–1977</li> <li>Secretary of the Navy, 1977–1979</li> <li>Acting Secretary of Transportation, 1979</li> </ul>
Frank C. Carlucci
• Secretary of Defense, 23 November 1987–20 January 1989; see bio in section II
W. Paul Thayer
• Born 23 November 1919; died 6 May 2010
• Served in the U.S. Navy, 1941–1945
<ul> <li>President, Chance Vought Aircraft, 1961–1965</li> <li>President, LTV Aerospace Corporation, 1965–1970</li> </ul>
<ul> <li>Chairman and chief executive officer, LTV Corporation, 1970–1982</li> </ul>
William H. Taft IV 3 February 1984–22 April 1989

• Executive Assistant to the Secretary of Health, Education, and Welfare, 1973- 1977
<ul> <li>General Counsel, Department of Health, Education, and Welfare, 1973–1976</li> <li>General Counsel, Department of Defense, 1981–1984</li> </ul>
<ul> <li>Acting Secretary of Defense, 20 January 1989–21 March 1989</li> </ul>
<ul> <li>U.S. Permanent Representative to NATO, 1989–1992</li> </ul>
Donald J. Atwood Jr.
• Born 25 May 1924; died 24 April 1994
• Served in the U.S. Army, 1943–1945
• Vice president and treasurer, Dynatrol Corporation, 1952–1959
<ul> <li>General Motors Corporation, 1959–1989 (executive vice president, 1984–1989; vice chairman of the board, 1987–1989)</li> </ul>
William J. Perry 5 March 1993–3 February 1994
• Secretary of Defense, 3 February 1994–24 January 1997; see bio in section II
John M. Deutch 11 March 1994–10 May 1995
• Born 27 July 1938
<ul> <li>Systems Analyst, Office of the Secretary of Defense, 1961–1965</li> </ul>
Assistant professor of chemistry, Princeton University, 1967–1970
• Professor, Massachusetts Institute of Technology, 1970–1980
• Under Secretary of Energy, 1977–1980
<ul> <li>Provost, Massachusetts Institute of Technology, 1980–1993</li> </ul>
<ul> <li>Under Secretary of Defense (Acquisition and Technology), 1993–1994</li> </ul>
John P. White
Born 27 February 1937; died 3 September 2017
<ul> <li>Senior vice president and member, board of trustees, RAND Corporation, 1968– 1977</li> </ul>
<ul> <li>Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics), 1977– 1978</li> </ul>
<ul> <li>Deputy Director, Office of Management and Budget, 1978–1981</li> </ul>
Chairman, Commission on Roles and Missions of the Armed Forces, 1994–1995
John J. Hamre
• Born 3 July 1950
Congressional Budget Office, 1978–1984
Professional Staff Member, Senate Armed Services Committee, 1984–1993
• Under Secretary of Defense (Comptroller), 1993–1997
Rudy deLeon
• Born 28 August 1952
• Legislative Assistant, U.S. Senate, 1974–1977
Professional Staff Member, House Armed Services Committee, 1985–1989
Staff Director, House Armed Services Committee, 1989–1993
• Special Assistant to the Secretary of Defense, 1993–1994
• Under Secretary of the Air Force, 1994–1997
<ul> <li>Under Secretary of Defense (Personnel and Readiness), 1997–2000</li> </ul>

• Born 22 December 1943 • U.S. Arms Control and Disarmament Agency, 1973–1977 • Deputy Assistant Secretary of Defense (Regional Programs), 1977–1980 • Director, Policy Planning, Department of State, 1981–1982 • Assistant Secretary of State for East Asian and Pacific Affairs, 1982–1986 • Ambassador to Indonesia, 1986–1989 • Under Secretary of Defense (Policy), 1989–1993 • Dean, Johns Hopkins School of Advanced International Studies, 1993–2001 Gordon R. England (Acting)..... 13 May 2005–3 January 2006 • Born 15 September 1937 • Engineer, General Electric Company, 1961–1962 • Engineer, Honeywell Corporation, 1962–1966 • Program manager, Litton Industries, 1972–1973 • General Dynamics, 1966–1972; 1973–1995; 1997–2001 (executive vice president 1997-2001) • Secretary of the Navy, 24 May 2001-24 January 2003; 1 October 2003-29 December 2005 • Deputy Secretary of Department of Homeland Security, 2003 • Born 1 January 1954 • Legislative counsel to Senator Edward Kennedy (D-MA), 1987–1993 • Director, Program Analysis and Evaluation, 1993–1997 • Under Secretary of Defense (Comptroller), 1997–2001 • Senior vice president, government operations and strategy, Raytheon Company, 2002-2009 • Secretary of Defense, 17 February 2015–19 January 2017; see bio in section II • Born 26 May 1955 • President, Center for Naval Analyses, 2004–2009 • Director, Cost Assessment and Program Evaluation, 2009–2013 • Assistant director, policy and analysis, Johns Hopkins University Applied Physics Laboratory, 2014– • Born 17 January 1953 • Served in the U.S. Marine Corps, 1974–2001 • Vice president, Center for Strategic and Budgetary Assessments, 2002–2009 • Under Secretary of the Navy, 2009–2013 • President, Center for a New American Security, 2013–2014 • Born 27 June 1962

- The Boeing Company, 1986–2017 (Senior vice president, supply chain and operations, 2016–2017)
- Acting Secretary of Defense, 1 January 2019–23 June 2019
- David L. Norquist (Performing the Duties Of).....1 January 2019–23 July 2019

- Secretary of the Navy, 3 August 2017–15 July 2019; see bio in section V
- - Born 24 November 1966
  - Presidential Fellow, Department of the Army, 1989–1995
  - Director, Resource Management, U.S. Army Intelligence and Security Command, 1995–1997
  - Professional Staff Member, House Appropriations Subcommittee on Defense, 1997–2002
  - Deputy Under Secretary of Defense (Comptroller), 2002–2006
  - Chief Financial Officer, Department of Homeland Security, 2006–2008
  - Partner, Kearney & Company, 2008–2017
  - Under Secretary of Defense (Comptroller), 2017–2019
  - Performed the duties of the Deputy Secretary of Defense, 1 January 2019–23 July 2019

### **IV. CHIEF MANAGEMENT OFFICERS**

Congress created the Chief Management Officer (CMO) under Public Law 114-328, the National Defense Authorization Act (NDAA) for Fiscal Year 2017, amended in the NDAA for FY 2018. The CMO is the principal adviser to the Secretary on business operations across the Department. The CMO is responsible for managing and establishing policies to optimize business operations through enterprise-wide data collection and analysis, performance management, and transformation and reform activities.

John H. Gibson II	1 February 2018–30 November 2018
Lisa W. Hershman (Acting)	1 December 2018–5 July 2019
Lisa W. Hershman (Performing the Duties Of)	
Lisa W. Hershman.	30 December 2019–Present

### V. SECRETARIES OF THE MILITARY DEPARTMENTS

The National Security Act of 1947 established three military departments—the Department of the Army (a renaming of the 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 headed by a Secretary. The National Security Act Amendments of 1949, PL 81-216, 10 August 1949, changed the status of each department from "executive" to "military," with each Secretary giving up their seats in the cabinet and the National Security Council. DoD Directive 5100.1, 31 December 1958, established two command lines: one for operational direction of the armed forces through the Joint Chiefs of Staff to the unified and specified commands, and the second for the direction of support activities through the Secretaries of the military departments.

#### Secretary of the Army

Kenneth C. Royall.	18 September 1947–27 April 1949
<ul> <li>Served in the U.S. Army, 1918–1919</li> <li>Senior partner, Ehringhaus, Royall, Gosney &amp; Senior partner, Royall, Gosney &amp; Smith, 1938–</li> <li>Under Secretary of War, 1945–1947</li> <li>Secretary of War, 19 July 1947–17 September 1</li> </ul>	1942
Gordon Gray	
<ul> <li>Served in the U.S. Army, 1942–1945</li> <li>President, Piedmont Publishing Company, 193</li> <li>Assistant Secretary of the Army, 1947–1949</li> <li>Under Secretary of the Army, 1949</li> <li>Special Assistant to the President, 1950</li> <li>President, University of North Carolina, 1950-</li> <li>Assistant Secretary of Defense (International S</li> <li>Director, Office of Defense Mobilization, 1957-</li> <li>National Security Advisor, 1958–1961</li> </ul>	-1955 ecurity Affairs), 1955–1957
Frank Pace Jr.	12 April 1950–20 January 1953
<ul> <li>Served in the U.S. Army Air Forces, 1942–1946</li> <li>Assistant Director, Bureau of the Budget, 1948</li> <li>Director, Bureau of the Budget, 1949–1950</li> </ul>	5
Robert T. Stevens	4 February 1953_20 July 1955
	$\dots$ $\dots$ $\neg$
<ul> <li>Served in the U.S. Army, 1918; 1942–1945</li> <li>President, J. P. Stevens &amp; Company, Inc., 1929-</li> <li>Chairman of the board, J. P. Stevens &amp; Company</li> </ul>	-1942 1y, 1945–1953
• President, J. P. Stevens & Company, Inc., 1929-	-1942 1y, 1945–1953
<ul> <li>President, J. P. Stevens &amp; Company, Inc., 1929-</li> <li>Chairman of the board, J. P. Stevens &amp; Company</li> <li>Wilber M. Brucker</li> <li>Served with the National Guard, 1916; and with</li> <li>Attorney, Saginaw County, Michigan, 1919–19</li> <li>Governor of Michigan, 1930–1932</li> <li>General Counsel, Department of Defense, 1954</li> </ul>	-1942 ny, 1945–1953 
<ul> <li>President, J. P. Stevens &amp; Company, Inc., 1929-</li> <li>Chairman of the board, J. P. Stevens &amp; Company</li> <li>Wilber M. Brucker</li> <li>Served with the National Guard, 1916; and with</li> <li>Attorney, Saginaw County, Michigan, 1919–19</li> <li>Governor of Michigan, 1930–1932</li> </ul>	-1942 ny, 1945–1953 

<ul> <li>Associate, Mudge, Stern, Williams &amp; Tucker, 1939</li> </ul>
• Special Assistant to the Secretary of the Army, 1951–1952
President, University of West Virginia, 1959–1961
Cyrus R. Vance
• Deputy Secretary of Defense, 28 January 1964–30 June 1967; see bio in section III
Stephen Ailes
<ul> <li>Assistant professor of law, West Virginia University, 1937–1940</li> </ul>
Counsel to U.S. Economic Mission to Greece, 1947
• Under Secretary of the Army, 1961–1964 Staplay P. Basar
Stanley R. Resor
<ul> <li>Served in the U.S. Army, 1942–1945</li> <li>Associate; partner, Deveboise, Plimpton, Lyons &amp; Gates, 1946–1965</li> </ul>
<ul> <li>Insocrate, particle, Developse, Fimpton, Lyons &amp; Gates, 1940–1965</li> <li>Under Secretary of the Army, 1965</li> </ul>
• Under Secretary of Defense (Policy), 1978–1979
Robert F. Froehlke
• Served in the U.S. Army, 1943–1946
Assistant Secretary of Defense (Administration), 1969–1971
Howard H. Callaway 15 May 1973–3 July 1975
• Served in the U.S. Army, 1949–1952
• U.S. Representative (R-GA), 1965–1967
Martin R. Hoffmann 5 August 1975–13 February 1977
• Served in the U.S. Army, 1954–1956
General Counsel, Department of Defense, 1974–1975
Clifford L. Alexander
Assistant district attorney for New York County, 1959–1961
<ul> <li>Special Assistant to the President, 1964–1965</li> <li>Chairman, Equal Employment Opportunity Commission, 1967–1969</li> </ul>
Percy A. Pierre (Acting)
<ul> <li>Deputy to the Assistant to the President for Urban Affairs from 1969–1970</li> <li>Assistant Secretary of the Army (Research, Development and Acquisition),</li> </ul>
1977–1981
John O. Marsh
• Served in the U.S. Army, 1944–1947
• U.S. Representative (D-VA), 1963–1971
<ul> <li>Assistant Secretary of Defense (Legislative Affairs), 1973–1974</li> </ul>
Assistant to the Vice President, 1974
Counselor to the President, 1974–1977  Michael D. W. Stone
Michael P. W. Stone
<ul> <li>President, Sterling Vineyards, 1968–1982</li> <li>Director, U.S. Mission, Agency for International Development, Cairo, Egypt,</li> </ul>
• Director, U.S. Mission, Agency for international Development, Carlo, Egypt, 1982–1984
• Under Secretary of the Army, 1988–1989

John W. Shannon (Acting) 20 January 1993–26 August 1993
• Under Secretary of the Army, 14 August 1989–23 November 1993
Gordon R. Sullivan (Acting)
• Chief of Staff of the Army, 21 June 1991–20 June 1995
Togo D. West Jr
• Served in the U.S. Army, 1969–1973
Associate Deputy Attorney, Department of Justice, 1975–1976
• General Counsel, Department of the Navy, 1977–1979
• Special Assistant to the Secretary and Deputy Secretary of Defense, 1979–1980
• General Counsel, Department of Defense, 1980–1981
Robert M. Walker (Acting)2 July 1998July 1998
<ul> <li>Under Secretary of the Army, 13 November 1997–15 October 1998</li> </ul>
Louis Caldera
• Served in the U.S. Army, 1978–1983
• Attorney, O'Melveny & Myers, 1987–1990
California State Assemblyman, 1992–1997     Managing director and chief operating officer. Comparation for National Service
<ul> <li>Managing director and chief operating officer, Corporation for National Service, 1997–1998</li> </ul>
Gregory R. Dahlberg (Acting)
• Under Secretary of the Army, 23 May 2000–4 March 2001
Joseph W. Westphal (Acting)
Assistant Secretary of the Army (Civil Works), 1998–2001
Thomas E. White
• Served in the U.S. Army, 1967–1990
R. Les Brownlee (Acting)
• Served in the U.S. Army, 1962–1984
Professional Staff Member, Senate Armed Services Committee, 1987–2001
<ul> <li>Under Secretary of the Army, November 2001–December 2004</li> </ul>
Francis J. Harvey
• Westinghouse Corporation, 1969–1997 (Chief operating officer, Industries and
Technology Group, 1996-1997)
• Vice chairman and director, Duratek, Inc., 1999–2004
Preston M. Geren (Acting)
Preston M. Geren
Attorney, private practice, 1999–2001
• U.S. Representative (D-TX), 1989–1997
• Special Assistant to the Secretary of Defense, 2001–2005
<ul> <li>Acting Secretary of the Air Force, 29 July 2005–4 November 2005</li> <li>Under Secretary of the Army, 2006–2007</li> </ul>
<ul> <li>Acting Secretary of the Army, 9 March 2007–16 July 2007</li> </ul>
John M. McHugh
• U.S. Representative (R-NY), 1992–2009

• Special Assistant, Office of the Secretary of Defense, 1993–1996 • Senior vice president, strategic development, 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 the Navy, 2009–2013 • Under Secretary of the Air Force, 2013–2015 • Acting Secretary of the Air Force, 21 June –20 December 2013 • Executive vice president, Global Intellectual Property Center, U.S. Chamber of Commerce, 2008–2010 • Vice President, Raytheon Company, 2010–2017 Ryan McCarthy (Acting) ..... 2 August 2017–16 November 2017 • Secretary of Defense, 23 July 2019–Present; see bio in section II Ryan McCarthy (Performing the Duties Of). 24 June 2019–15 July 2019 • Served in the U.S. Army, 1997–2002 • Vice president, global security policy, Lockheed Martin Corporation, 2013–2017 • Under Secretary of the Army and Chief Management Officer, U.S. Department of the Army, 2017-2019 • Acting Secretary of the Army, 3 August 2017–20 November 2017 • Acting Secretary of the Army, 24 June–15 July 2019; 23 July–30 September 2019 Secretary of the Navy • Served in the U.S. Naval Reserve, 1918 • Assistant Secretary of the Treasury, 1940–1944 • Assistant Secretary of the Navy for Air, 1945–1946 • Under Secretary of the Navy, 1946–1947 • Counsel for the Reconstruction Finance Corporation, 1933–1949 • Ambassador to Ireland, 1951–1952 • Served in the U.S. Navy, 1969–1975 • Assistant Secretary of State for Legislative Affairs, 1985–1986 • Assistant to the President, 1986–1988 • Deputy Secretary of Defense, 3 May 1954-4 August 1955; see bio in section III

Charles S. Thomas
• Special Assistant to the Secretary of the Navy, 1942–1945
<ul> <li>Under Secretary of the Navy 1953–1953</li> </ul>
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 bio in section II
William B. Franke.8 June 1959–20 January 1961
<ul> <li>Special Assistant to the Secretary of Defense, 1951–1952</li> </ul>
Assistant Secretary of the Navy (Financial Management), 1954–1957
• Under Secretary of the Navy, 1957–1959
John B. Connally
<ul><li>Served in the U.S. Navy, 1942–1946</li><li>Governor of Texas, 1963–1969</li></ul>
Fred H. Korth
• Served in the U.S. Army, 1942–1946
Assistant Secretary of the Army, 1952–1953
• Consultant to the Secretary of the Army, 1953–1960
Paul H. Nitze
• Deputy Secretary of Defense, 1 July 1967–20 January 1969; see bio in section III
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 New 1 August 1967, 20 January 1960
Under Secretary of the Navy, 1 August 1967–20 January 1969 Paul R. Ignatius
<ul> <li>Served in the U.S. Navy, 1943–1946</li> <li>Assistant Secretary of the Army (Installations and Logistics), 1961–1964</li> </ul>
<ul> <li>Assistant secretary of the Army, 1964</li> </ul>
<ul> <li>Assistant Secretary of Defense (Installations and Logistics), 1964–1967</li> </ul>
John H. Chafee
• Served in the U.S. Marine Corps, 1942–1945, 1951–1952
Governor of Rhode Island, 1963–1969
John W. Warner
<ul> <li>Served in the U.S. Navy, 1944–1946, and U.S. Marine Corps, 1950–1952</li> </ul>
Under Secretary of the Navy, 1969–1972
<ul> <li>Administrator of the American Revolution Bicentennial Administration, 1974– 1976</li> </ul>
J. William Middendorf II
• Served in the U.S. Navy, 1945–1946
• Ambassador to the Netherlands, 1969–1973
W. Graham Claytor Jr
<ul> <li>Deputy Secretary of Defense, 24 August 1979–16 January 1981; see bio in section III</li> </ul>

Edward Hidalgo	27 July 1979–29 January 1981
• Served in the U.S. Navy, 1942–1946	
• Special Assistant to the Secretary of the Navy, 1945	
<ul> <li>Assistant Secretary of the Navy (Manpower, Re 1977–1979</li> </ul>	eserve Affairs, and Logistics),
John F. Lehman Jr.	5 February 1981–10 April 1987
National Security Council staff, 1969–1975	
Deputy Director, U.S. Arms Control and Disarmar	
James H. Webb Jr.	10 April 1987–23 February 1988
<ul> <li>Served in the U.S. Marine Corps, 1968–1972</li> <li>Assistant Secretary of Defense (Reserve Affairs), 19</li> </ul>	984–1987
William L. Ball III	24 March 1988–15 May 1989
• Served in the U.S. Navy, 1969–1975	
• Assistant Secretary of State for Legislative Affairs, 1	1985–1986
Assistant to the President, 1986–1988     H. Lawrence Garrett III.	15 May 1080 26 Juna 1002
<ul><li>Enlisted in the U.S. Navy, 1961; retired as Comman</li><li>Assistant Counsel to the President, 1981</li></ul>	nder, 1981
• Executive Assistant to the President and Chief Op	erating Officer, U.S. Synthetic
Fuels Corporation, 1982	
Associate Counsel to the President of the United S     Converse Counsel Department of Defense 10% 10	
<ul> <li>General Counsel, Department of Defense, 1986–19</li> <li>Under Secretary of the Navy, 1987–1989</li> </ul>	987
Sean O'Keefe (Acting)	7 July 1992–16 December 1992
Sean O'Keefe	16 December 1992–20 January 1993
• Department of Defense Comptroller, 1989–1992	
<ul> <li>Acting Secretary of the Navy, 7 July 1992–16 Decer</li> </ul>	
John H. Dalton	22 July 1993–16 November 1998
• Served in the U.S. Navy, 1964–1969	
Federal Home Loan Bank Board, 1979–1981	(Nerrowshare 1008, 20 January 2001
Richard Danzig	
<ul> <li>Deputy Assistant Secretary of Defense (Manpowe tics), 1978–1979</li> </ul>	
• Principal Deputy Assistant Secretary of Defense and Logistics), 1979–1981	(Manpower, Reserve Affairs,
• Under Secretary of the Navy, 1993–1997	
Gordon R. England	
• Deputy Secretary of Defense, 4 January 2006–11 I tion III	February 2009; see bio in sec-
Hansford T. Johnson (Acting)	7 February 2003–1 October 2003
<ul> <li>Served in the U.S. Air Force, 1959–1992</li> <li>Assistant Secretary of the Navy (Installations and I</li> </ul>	Environment), 2001–2005

Gordon R. England 1 October 2003–29 December 2005
<ul> <li>Deputy Secretary of Defense, 4 January 2006–11 February 2009; see bio in sec- tion III</li> </ul>
Dionel M. Aviles (Acting)
• Under Secretary of the Navy, 2004–2009, 8 October 2004–19 May 2009
Donald C. Winter
<ul> <li>Program manager for space acquisition, tracking, and pointing programs, Defense Advanced Research Projects Agency, 1980–1983</li> <li>President and chief executive officer, TRW Systems, 2000–2002</li> </ul>
B. J. Penn (Acting)
<ul> <li>Assistant Secretary of the Navy (Energy, Installations, and Environment), 2005– 2009</li> </ul>
Raymond E. Mabus
• Served in the U.S. Navy, 1970–1972
Governor of Mississippi, 1998–2002
Ambassador to Saudi Arabia, 1994–1996
Richard V. Spencer
• Served in the U.S. Marine Corps, 1976–1981
Governor of Mississippi, 1998–2002     Managing director, Fall Creak Management, LLC, 2007, 2017
<ul> <li>Managing director, Fall Creek Management, LLC, 2007–2017</li> <li>Performed the duties of Deputy Secretary of Defense, July 2019</li> </ul>
<ul> <li>Acting Secretary of Defense, 15 July 2019–23 July 2019</li> </ul>
Thomas B. Modly (Performing the Duties Of)15 July 2019–30 July 2019
<ul> <li>Executive Director, Defense Business Board, 2002–2005</li> <li>Under Secretary of the Navy, 2017–2019</li> </ul>
Richard V. Spencer
Thomas B. Modly (Acting)
James McPherson (Acting)
General Counsel, Department of the Army, 2018–2020
• Under Secretary of the Navy, 2020
Kenneth J. Braithwaite
<ul> <li>Served in the U.S. Navy, Navy Reserve, 1984–2011</li> <li>Senior Vice President and Executive Officer, VHA Pennsylvania, 2006–2011</li> <li>Vice Chief of Information, Office of the Secretary of the Navy, 2008–2011</li> <li>Senior Vice President, Vizient, Inc., 2011–2018</li> <li>U.S. Ambassador to Norway, 2018–2020</li> </ul>
Secretary of the Air Force
W. Stuart Symington
Served in the U.S. Army, 1918

- Chairman; Administrator, Surplus Property Board, 1945–1946
  Assistant Secretary of War for Air, 1946–1947

Thomas K. Finletter
• Served in the U.S. Army, 1917–1919
• Special Assistant to the Secretary of State, 1941–1944
<ul> <li>Consultant to the U.S. delegation at the United Nations Conference in 1945</li> </ul>
Chairman, President's Air Policy Commission, 1947–1948
• Ambassador to NATO, 1961–1965
Harold E. Talbott
• Served in the U.S. Army, 1918
• Aviation industry executive, 1911–1942
Donald A. Quarles
<ul> <li>Deputy Secretary of Defense, 1 May 1957–8 May 1959; see bio in section III</li> </ul>
James H. Douglas Jr
<ul> <li>Deputy Secretary of Defense, 11 December 1959–24 January 1961; see bio in section III</li> </ul>
Dudley C. Sharp
• Served in the U.S. Navy, 1942–1945
Assistant Secretary of the Air Force, 1955–1959
<ul> <li>Under Secretary of the Air Force, 1959–1959</li> </ul>
Eugene M. Zuckert
• Served in the U.S. Navy, 1944–1946
• Special Assistant to the Assistant Secretary of War for Air, 1946–1947
Assistant Secretary of the Air Force, 1947–1952
• Member of the Atomic Energy Commission, 1952–1954
Harold Brown 1 October 1965–15 February 1969
• Secretary of Defense, 21 January 1977–20 January 1981; see bio in section II
Robert C. Seamans Jr
<ul> <li>Professor, Massachusetts Institute of Technology, 1941–1955</li> </ul>
Engineer, Radio Corporation of America, 1955–1958
<ul> <li>Associate and Deputy Administrator, National Aeronautics and Space Adminis- tration, 1969</li> </ul>
John L. McLucas
• Served in the U.S. Navy, 1943–1946
• Deputy Director, Defense Research and Engineering, 1962–1964
<ul> <li>Assistant Secretary General for Scientific Affairs, NATO, 1964–1966</li> </ul>
• Under Secretary of the Air Force, 1969–1973
Thomas C. Reed
• Served in the U.S. Air Force, 1956–1959
Director, Telecommunications and Command and Control Systems, 1974–1975     Lohn C. Statzon     (April 1077–18 May 1070
John C. Stetson
Served in the U.S. Navy, 1945–1946     Device the server of Marking Commence 1040, 1051
<ul> <li>Project manager, Foote Brothers Gear and Machine Company, 1949–1951</li> <li>President, Publishing Division, Houston Post Company, 1963–1970</li> </ul>
<ul> <li>President, A. B. Dick Company, 1970–1977</li> </ul>

Hans M. Mark
• Research associate, Massachusetts Institute of Technology, 1954–1955
<ul> <li>Head, Experimental Physics Division, Lawrence Radiation Laboratory, 1960– 1964</li> </ul>
<ul> <li>Chair, Department of Nuclear Engineering, University of California at Berkeley, 1964–1969</li> </ul>
<ul> <li>Director, Ames Research Center, National Aeronautics and Space Administra- tion, 1969–1977</li> </ul>
<ul> <li>Under Secretary of the Air Force, 1977–1979</li> </ul>
<ul> <li>Deputy Administrator, National Aeronautics and Space Administration, 1981– 1984</li> </ul>
<ul> <li>Director, Defense Research and Engineering, 1998–2001</li> </ul>
Verne Orr
<ul> <li>Director of the California Department of Finance, 1970–1975</li> <li>Instructor, University of California, 1975–1980</li> </ul>
Russell A. Rourke
• Served in the U.S. Marine Corps Reserve, 1953–1985
<ul> <li>Administrative Assistant to Representative John R. Pillion (R-NY), 1960–1965</li> <li>Administrative Assistant to Representative Harry P. Smith III (R-NY), 1965–1974</li> <li>Deputy to the Presidential Counselor, 1974–1976</li> </ul>
• Special Assistant to the President for Legislative Affairs, 1976–1977
<ul> <li>Administrative Assistant to Representative Harold S. Sawyer (R-MI), 1977–1981</li> <li>Assistant Secretary of Defense (Legislative Affairs), 1981–1985</li> </ul>
Edward C. Aldridge Jr. (Acting) 8 April 1986–8 June 1986
Edward C. Aldridge Jr
<ul> <li>Under Secretary of Defense (Acquisition, Technology, and Logistics), 10 May 2001–23 May 2003; see bio in section VI</li> </ul>
Donald B. Rice
• Served in the U.S. Army, 1965–1967
Assistant Director, Office of Management and Budget, 1970–1972
President and chief executive officer, RAND Corporation, 1972–1989     Marshar Defense Sain as Baard, 1077, 1092
Member, Defense Science Board, 1977–1983 Michael P. Donlow (Acting)
Michael B. Donley (Acting)
Secretary of the Air Force, 2 October 2008–21 June 2013; see bio in section IV Sheila E. Widnall
<ul> <li>Professor of aerospace and astronautics, Massachusetts Institute of Technology, 1970–1981</li> </ul>
<ul> <li>Associate provost, Massachusetts Institute of Technology, 1992</li> </ul>
F. Whitten Peters (Acting) 1 November 1997–1 August 1999
F. Whitten Peters
• Served in the U.S. Navy, 1969–1972
<ul> <li>Principal Deputy General Counsel, Department of Defense, 1995–1997</li> <li>Under Secretary of the Air Force, 1997–1999</li> </ul>

James G. Roche
• Served in the U.S. Navy, 1960–1983
Democratic Staff Director, Senate Armed Services Committee, 1983-1984 [See AF bio]
<ul> <li>Northrup Grumman Corporation, 1984-2001 (corporate vice president and president, Electronic Sensors &amp; Systems Sector, 1996–2001)</li> </ul>
Peter B. Teets (Acting)
Director, National Reconnaissance Office, 2001–2005
Michael Montelongo (Acting)
<ul> <li>Served in the U.S. Army, 1977–1996</li> <li>Assistant Secretary of the Air Force (Financial Management and Comptroller), 2001–2005</li> </ul>
Michael L. Dominguez (Acting)
• Served in the U.S. Army, 1975–1980
Assistant Secretary of the Air Force (Manpower and Reserve Affairs), 2001–2006 Preston M. Geren (Acting)
• Secretary of the Army, 16 July 2007–21 September 2009; see bio in section IV
Michael W. Wynne
• Served in the U.S. Air Force, 1966–1973
<ul> <li>General manager, space launch systems, Lockheed Martin Astronautics, 1994– 1997</li> </ul>
<ul> <li>Senior vice president, General Dynamics, 1997–1999</li> <li>Principal Deputy Under Secretary of Defense (Acquisition and Technology), 2001–2005</li> </ul>
<ul> <li>Acting Under Secretary of Defense (Acquisition, Technology, and Logistics), 2003–2005</li> </ul>
Michael B. Donley (Acting)
Michael B. Donley
<ul> <li>Professional Staff Member, Senate Armed Services Committee, 1981–1984</li> <li>National Security Council staff, 1984–1989</li> </ul>
<ul> <li>Assistant Secretary of the Air Force (Financial Management and Comptroller), 1989–1993</li> </ul>
Acting Secretary of the Air Force, 1993
Director of Administration and Management, 2005–2008     Eric K. Fenning (Acting) 24 June 2012, 10 December 2012
Eric K. Fanning (Acting)
• Secretary of the Army, 18 May 2016–20 January 2017; see bio in section IV Deborah Lee James
<ul> <li>Assistant Secretary of Defense (Reserve Affairs), 1993–1998</li> </ul>
<ul> <li>Assistant secretary of Delense (Reserve Analis), 1993–1998</li> <li>Vice president, international operations and marketing, United Technologies, 1999–2000</li> </ul>
• Executive vice president and chief operating officer, Business Executives for National Security, 2000–2001

•	Science Applications	International	Corporation,	2002-2013	(president,	Tech-
	nical and Engineering	Sector, 2013)				

- Assistant Secretary of the Air Force (Financial Management) and Comptroller, 2014–2015
- Under Secretary of the Air Force, 24 February 2016–30 June 2017
- - Defense Planning Officer, Office of Defense Plans, U.S. Mission to NATO, 1987– 1989
  - National Security Council staff, 1989–1991
  - U.S. Representative (R-NM), 1998–2009
  - President, South Dakota School of Mines and Technology, 2013-2017
- Matthew P. Donovan (Acting) ..... 1 June 2019–2 November 2019
  - Under Secretary of Defense (Personnel and Readiness), 26 March 2020–19 January 2021; see bio in section V
- - Senior Adviser, U.S. Mission to the United Nations, 2006
  - Ambassador to Finland, 2008–2009
  - Chairman of the board, The Aerospace Corporation, 2013–2018

### VI. UNDER SECRETARIES AND DEPUTY UNDER Secretaries of Defense

Public Law 95-140, 21 October 1977, disestablished the second Deputy Secretary of Defense position and created the position of Under Secretary of Defense at a level immediately below the Deputy Secretary of Defense. The Under Secretary of Defense (Policy) and the Under Secretary of Defense (Research and Engineering) were the two initial appointees to this rank, with the Under Secretary of Defense (Research and Engineering) replacing the Director of Defense Research and Engineering.

The National Defense Authorization Act for FY 2017, PL 114-328, 23 December 2016, reestablished an Under Secretary of Defense for Research and Engineering and created an Under Secretary of Defense for Acquisition and Sustainment. A 13 July 2018 memorandum from the Deputy Secretary of Defense finalized the organizational structures, roles, and responsibilities of the Under Secretary of Defense for Research and Engineering and the Under Secretary of Defense for Acquisition and Sustainment.

Section 906 of the National Defense Authorization Act for FY 2018, PL 115-91, 12 December 2017, renamed the Principal Deputy Under Secretaries of Defense to Deputy Under Secretaries of Defense.

#### **Research and Engineering**

Public Law 95-140, 21 October 1977, created the position of Under Secretary of Defense (Research and Engineering) to replace the Director of Defense Research and Engineering. In 1986 the Under Secretary of Defense (Acquisition) succeeded the Under Secretary of Defense (Research and Engineering).

The National Defense Authorization Act for FY 2017, PL 114-328, 23 December 2016, reestablished the position of Under Secretary of Defense (Research and Engineering). As codified in section 133(a) of United States Code Title 10 and finalized in the Deputy Secretary of Defense's memorandum of 13 July 2018, the Under Secretary of Defense for Research and Engineering serves as the principal staff assistant and adviser to the Secretary and Deputy Secretary of Defense on all research and engineering matters, and as the chief technical officer of the Department with the mission of advancing technology and innovation.

#### Chairman, Research and Development Board

The National Security Act of 1947, PL 80-253, 26 July 1947, established the board. Reorganization Plan Number 6, 30 June 1953, dissolved it and divided its functions between the newly established Assistant Secretary of Defense (Research and Development) and Assistant Secretary of Defense (Applications Engineering).

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

#### 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

#### Assistant Secretary of Defense (Research and Engineering)

DoD Directive 5129.1, 18 March 1957, established the Assistant Secretary of Defense (Research and Engineering) to replace and combine the functions of the Assistant Secretary positions for Research and Development and Applications Engineering.

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

#### Director of Defense Research and Engineering

The Department of Defense Reorganization Act of 1958, PL 85-599, 6 August 1958, retitled the Assistant Secretary of Defense (Research and Engineering) as the Director of Defense Research and Engineering. The redesignated position came with increased authorities and represented an upgrade in rank above all assistant secretaries of defense.

Herbert F. York	. 30 December 1958–30 April 1961
Harold Brown	8 May 1961–30 September 1965
John S. Foster Jr.	1 October 1965–21 June 1973
Malcolm R. Currie	21 June 1973–20 January 1977
William J. Perry	11 April 1977–21 October 1977

#### Under Secretary of Defense (Research and Engineering)

William J. Perry
• Secretary of Defense, 3 February 1994–24 January 1997; see bio in section II
Walter B. Laberge (Acting)
• Served in the U.S. Navy, 1943–1947
<ul> <li>Assistant Secretary of the Air Force (Research and Development), 1973–1975</li> <li>Under Secretary of the Army, 1977–1980</li> </ul>
<ul> <li>Principal Deputy Under Secretary of Defense (Research and Engineering), 1980– 1984</li> </ul>
James P. Wade Jr. (Acting) 11 March 1981–6 May 1981
See bio below
Richard D. Delauer
• Served in the U.S. Navy, 1943–1958
<ul> <li>Thompson Ramo Wooldridge Incorporated (TRW Inc., since 1965), 1958–1981 (executive vice president, 1970–1981)</li> </ul>
James P. Wade Jr. (Acting) 1 December 1984–5 July 1985
• Assistant to the Secretary of Defense (Atomic Energy), 1978–1981
<ul> <li>Assistant Secretary of Defense (Development and Support), 1984–1985</li> </ul>
<ul> <li>Assistant Secretary of Defense (Acquisition and Logistics), 1985–1986</li> </ul>

- Physicist, Lawrence Radiation Laboratory, 1954–1956
- Head, Applied Physics Section, Aerospace Group, The Boeing Company, 1956– 1961
- Northrop Corporation, 1961–1985 (senior vice president, marketing and technology (1979–1985)

#### Under Secretary of Defense (Research and Engineering)

The National Defense Authorization Act for Fiscal Year 2017, PL 114-328, 23 December 2016, amended chapter 4 of United States Code Title 10 by codifying as section 133(a) the position of Under Secretary of Defense for Research and Engineering.

- President and chief operating officer, In-Q-Tel, Inc., 2002-2004
- Director, Applied Physics Laboratory, Johns Hopkins University, 2004–2005
- Administrator, National Aeronautics and Space Administration, 2005–2009
- Chairman and chief executive officer, Shafer Corporation, 2012–2018

#### Deputy Under Secretary of Defense (Research and Engineering)

The National Defense Authorization Act for Fiscal Year 2018, PL 115-91, 12 December 2017, redesignated the position of Principal Deputy Under Secretary of Defense to Deputy Under Secretary of Defense. Effective 1 February 2018, section 137(a) of United States Code Title 10 was amended by designating one of six Deputy Under Secretaries of Defense as the Deputy Under Secretary of Defense for Research and Engineering.

Lisa Porter.2 October 2018–10 July 2020Mark Lewis (Acting).13 July 2020–Present

#### ACQUISITION AND SUSTAINMENT

The Military Retirement Reform Act of 1986, PL 99-348, 1 July 1986, established the Under Secretary of Defense (Acquisition). DoD Directive 5134.1, 10 February 1987, assigned the responsibilities, functions, and authorities of the position. The National Defense Authorization Act for Fiscal Year 1994, PL 103-160, 30 November 1993, changed the title to Under Secretary of Defense (Acquisition and Technology). The National Defense Authorization Act for Fiscal Year 2000, PL 106-65, 5 October 1999, redesignated the position as Under Secretary of Defense (Acquisition, Technology, and Logistics). The Under Secretary served as the principal assistant to the Secretary of Defense for research and development, production, procurement, logistics, and military construction.

The National Defense Authorization Act for Fiscal Year 2017, PL 114-328, 23 December 2016, disestablished the position of Under Secretary of Defense (Acquisition, Technology, and Logistics) and created the position of Under Secretary of Defense (Acquisition and Sustainment). As codified at section 133(b) of United States Code Title 10 and finalized in the Deputy Secretary of Defense's memorandum of 13 July 2018, the Under Secretary of Defense (Acquisition and Sustainment) serves as the principal adviser to the Secretary on acquisition and sustainment in the Department.

### Under Secretary of Defense (Acquisition)

Richard P. Godwin
• Served in the U.S. Navy, 1943–1946
<ul> <li>Atomic Energy Commission, 1947–1959 (Assistant Director, Division of Reactor Development, 1959)</li> </ul>
United States Maritime Administration, 1959–1961
Bechtel, Inc., 1961–1986 (president, Bechtel Civil and Minerals, Inc., 1980–1986) Robert B. Costello
Served in the U.S. Naval Reserve, 1944–1978
<ul> <li>General Motors Corporation, 1960–1986</li> <li>Assistant Secretary of Defense (Production and Logistics), 1987</li> </ul>
John A. Betti
Chrysler Corporation, 1952–1962
<ul> <li>Ford Motor Company, 1962–1989 (executive vice president, diversified products operations, 1988–1989)</li> </ul>
Donald J. Yockey (Acting) 1 January 1991–20 June 1991
Donald J. Yockey
<ul> <li>Served in the U.S. Army and U.S. Air Force, 1944–1966</li> <li>Rockwell International Corporation, 1966–1988 (corporate senior vice president, 1986–1988)</li> <li>Principal Deputy Under Secretary (Acquisition), 1990</li> <li>Acting Under Secretary of Defense (Acquisition), 1 January 1991–20 June 1991</li> </ul>
L ha M Da dah
John M. Deutch
<ul> <li>John M. Deutch</li></ul>
-
• Deputy Secretary of Defense, 11 March 1994–10 May 1995; see bio in section III
• Deputy Secretary of Defense, 11 March 1994–10 May 1995; see bio in section III Under Secretary of Defense (Acquisition and Technology)
Deputy Secretary of Defense, 11 March 1994–10 May 1995; see bio in section III     Under Secretary of Defense (Acquisition and Technology)     John M. Deutch
<ul> <li>Deputy Secretary of Defense, 11 March 1994–10 May 1995; see bio in section III</li> <li>Under Secretary of Defense (Acquisition and Technology)</li> <li>John M. Deutch</li></ul>
<ul> <li>Deputy Secretary of Defense, 11 March 1994–10 May 1995; see bio in section III</li> <li>Under Secretary of Defense (Acquisition and Technology)</li> <li>John M. Deutch.</li> <li>30 November 1993–11 March 1994</li> <li>Paul G. Kaminski</li> <li>Special Assistant to the Under Secretary of Defense (Research and Engineering), 1977–1981</li> <li>Under Secretary of Defense (Acquisition, Technology, and Logistics)</li> </ul>
<ul> <li>Deputy Secretary of Defense, 11 March 1994–10 May 1995; see bio in section III</li> <li>Under Secretary of Defense (Acquisition and Technology)</li> <li>John M. Deutch</li></ul>
<ul> <li>Deputy Secretary of Defense, 11 March 1994–10 May 1995; see bio in section III</li> <li>Under Secretary of Defense (Acquisition and Technology)</li> <li>John M. Deutch.</li> <li>30 November 1993–11 March 1994</li> <li>Paul G. Kaminski</li> <li>3 October 1994–16 May 1997</li> <li>Special Assistant to the Under Secretary of Defense (Research and Engineering), 1977–1981</li> <li>Under Secretary of Defense (Acquisition, Technology, and Logistics)</li> <li>Jacques S. Gansler</li> <li>In November 1997–5 January 2001</li> <li>Engineer, Raytheon Corporation, 1952–1962</li> <li>Singer Corporation, 1962–1970</li> <li>Vice president, business development, International Telephone and Telegraph Corporation, 1970–1972</li> </ul>
<ul> <li>Deputy Secretary of Defense, 11 March 1994–10 May 1995; see bio in section III</li> <li>Under Secretary of Defense (Acquisition and Technology)</li> <li>John M. Deutch.</li> <li>30 November 1993–11 March 1994</li> <li>Paul G. Kaminski</li> <li>3 October 1994–16 May 1997</li> <li>Special Assistant to the Under Secretary of Defense (Research and Engineering), 1977–1981</li> <li>Under Secretary of Defense (Acquisition, Technology, and Logistics)</li> <li>Jacques S. Gansler</li> <li>10 November 1997–5 January 2001</li> <li>Engineer, Raytheon Corporation, 1952–1962</li> <li>Singer Corporation, 1962–1970</li> <li>Vice president, business development, International Telephone and Telegraph</li> </ul>
<ul> <li>Deputy Secretary of Defense, 11 March 1994–10 May 1995; see bio in section III</li> <li>Under Secretary of Defense (Acquisition and Technology)</li> <li>John M. Deutch</li></ul>

<ul> <li>Director, Planning and Evaluation, 1976–1977</li> <li>Under Secretary of the Air Force, 1981–1986</li> <li>Secretary of the Air Force, 1986–1988</li> </ul>
Michael W. Wynne (Acting)
<ul> <li>Secretary of the Air Force, 4 November 2005–5 June 2008; see bio in section V</li> <li>Kenneth J. Krieg</li></ul>
<ul><li>2001–2005</li><li>Director, Defense Research and Engineering, 2005–2007</li></ul>
Ashton B. "Ash" Carter
Secretary of Defense, 17 February 2015–19 January 2017; see bio in section II Frank Kendall III (Acting)
Frank Kendall III
<ul> <li>Served in the U.S. Army, 1967–1982, and Army Reserve, 1982–1999</li> <li>Assistant Deputy Under Secretary of Defense (Strategic Defense Systems), 1986–1989</li> </ul>
<ul> <li>Director of Tactical Warfare Programs, Office of the Secretary of Defense, 1989– 1994</li> </ul>
<ul> <li>Vice President of Engineering, Raytheon Company, 1994-1996</li> <li>Principal Deputy Under Secretary of Defense (Acquisition, Technology, and Logistics), 2010–2012</li> </ul>
Under Secretary of Defense (Acquisition and Sustainment)

The National Defense Authorization Act for Fiscal Year 2017, PL 114-328, 23 December 2016, disestablished the position of Under Secretary of Defense for Acquisition, Technology, and Logistics, and amended chapter 4 of United States Code Title 10 by codifying as section 133(b) the position of Under Secretary of Defense for Acquisition and Sustainment.

Ellen M. Lord ...... 1 August 2017–Present

• Textron Systems Corporation, 1984–2017 (president and chief executive officer, 2012–2017)

#### Principal Deputy Under Secretary of Defense (Acquisition)

The National Defense Authorization Act for Fiscal Year 1987, PL 99-661, 14 November 1986, established a statutory position called Deputy Under Secretary of Defense (Acquisition). The National Defense Authorization Act for Fiscal Year 1994, PL 103-160, 30 November 1993, changed the title to Deputy Under Secretary of Defense (Acquisition and Technology). DoD Directive 5134.14, 29 December 2010, designated the position as Principal Deputy Under Secretary of Defense (Acquisition, Technology, and Logistics).

Milton Lohr	
Donald J. Yockey	
Donald C. Fraser	

#### Principal Deputy Under Secretary of Defense (Acquisition and Technology)

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	1 March 2006–20 January 2009

#### Principal Deputy Under Secretary (Acquisition, Technology, and Logistics)

Frank Kendall III.	5 March 2010–24 May 2012
Alan F. Estevez (Acting)	
Alan F. Estevez	

#### Deputy Under Secretary of Defense (Acquisition and Sustainment)

The National Defense Authorization Act for Fiscal Year 2018, PL 115-91, 12 December 2017, redesignated the position of Principal Deputy Under Secretary of Defense to Deputy Under Secretary of Defense. Effective 1 February 2018, section 137(c) of United States Code Title 10 was amended by designating one of six Deputy Under Secretaries of Defense as the Deputy Under Secretary of Defense for Acquisition and Sustainment.

#### POLICY

Established by PL 95-140, 21 October 1977. DoD Directive 5111.1, 27 October 1978, described the position's responsibilities and mission. 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.

#### Under Secretary of Defense (Policy)

Stanley R. Resor ...... 14 August 1978–1 April 1979

• Secretary of the Army, 5 July 1965–30 June 1971; see bio in section V

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

Fred C. Iklé
<ul> <li>Professor, Massachusetts Institute of Technology, 1964–1967</li> </ul>
Social Science Department head, 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 2001–13 May 2005; see bio in section III
Frank T. Wisner. 6 July 1993–9 June 1994
• Foreign Service Officer, 1961–1997
Under Secretary of State for International Security Affairs, 1992–1993
Walter B. Slocombe 15 September 1994–19 January 2001
<ul> <li>Principal Deputy Assistant Secretary of Defense (International Security Affairs), 1977–1979</li> </ul>
<ul> <li>Deputy Under Secretary of Defense (Policy Planning), 1979–1981</li> <li>Principal Deputy Under Secretary of Defense (Policy), 1993–1994</li> </ul>
Douglas J. Feith
National Security Council staff, 1981–1982
<ul> <li>Special Counsel to the Assistant Secretary of Defense (International Security Affairs), 1982–1984</li> </ul>
<ul> <li>Deputy Assistant Secretary of Defense (Negotiations Policy), 1984–1986</li> <li>Managing attorney, Feith &amp; Zell, PC, 1986–2001</li> </ul>
Eric S. Edelman
• Foreign Service Officer, 1992–2001; 2003–2005
Ambassador to Finland, 1998–2001
• Principal Deputy Assistant to the Vice President for National Security Affairs,
2001–2003 Ambassa dan ta Turkay 2002, 2005
Ambassador to Turkey, 2003–2005 Michèle Flournoy
<ul> <li>Principal Deputy Assistant Secretary of Defense (Strategy and Threat Reduction) and Deputy Assistant Secretary of Defense (Strategy), 1993–1998</li> </ul>
Research professor, Institute for National Strategic Studies, National Defense
University, 1998–2000
Senior advisor, Center for Strategic and International Studies, 2000–2006
President and cofounder, Center for a New American Security, 2007–2009     Lower N. Miller In (Acting)
James N. Miller Jr. (Acting) 1 February 2012–23 May 2012
James N. Miller Jr 24 May 2012–8 January 2013
Professional Staff Member, House Armed Services Committee, 1988–1992     Professor of Public Policy, Duke University, 1992, 1997
<ul> <li>Professor of Public Policy, Duke University, 1992–1997</li> <li>Deputy Assistant Secretary of Defense (Requirements, Plans, and Counterprolif-</li> </ul>
eration Policy), 1997–2000
• Senior vice president, Center for a New American Security, 2007–2009
Principal Deputy Under Secretary of Defense (Policy), 2009–2012
Christine Wormuth
<ul> <li>Principal Deputy Assistant Secretary of Defense (Homeland Defense and Amer- icas Security Affairs), 2009–2010</li> </ul>

<ul> <li>Special Assistant to the President and Senior Director for Defense, 2010–2012</li> <li>Deputy Under Secretary of Defense (Strategy, Plans, and Force Development), 2012–2013</li> </ul>
Brian McKeon (Acting) 2017
<ul> <li>Chief counsel, Senate Foreign Relations Committee, 1997–2009</li> <li>Deputy National Security Advisor, 2009–2012</li> </ul>
Robert Story Karem (Acting)
<ul> <li>Middle East policy adviser, Vice President's National Security Council staff, 2005–2009</li> </ul>
• National security adviser to House Majority Leaders, 2011–2015
<ul> <li>Assistant Secretary of Defense (International Security Affairs), 2017–2018</li> </ul>
David J. Trachtenberg (Acting)
<ul> <li>Principal Deputy Assistant Secretary of Defense (International Security Policy), 2001–2003</li> </ul>
<ul> <li>Deputy Under Secretary of Defense (Policy), 2017–2019</li> </ul>
John C. Rood
Senior vice president, Lockheed Martin International
<ul> <li>Assistant Secretary of State for Arms Control and International Security, 2006– 2007</li> </ul>
<ul> <li>Acting Under Secretary of State for Arms Control and International Security, 2007–2009</li> </ul>
James H. Anderson (Performing the Duties Of) 29 February 2020–8 June 2020
<ul> <li>Dean of Academics; Deputy Director, Marine Corps War College, 2012–2015</li> <li>Assistant Secretary of Defense (Strategy, Plans, and Capabilities), 2018–2019</li> <li>Performing the Duties of the Deputy Under Secretary of Defense (Policy), 2019–2020</li> </ul>
<ul> <li>Assistant Secretary of Defense (Strategy, Plans, and Capabilities), 2020</li> <li>Deputy Under Secretary of Defense (Policy), 23 July 2019–24 April 2020</li> <li>Deputy Under Secretary of Defense (Policy), 8 June 2020–10 November 2020</li> </ul>
James H. Anderson (Acting)
Anthony J. Tata (Performing the Duties Of) 10 November 2020–Present

# Principal Deputy Under Secretary of Defense (Policy)

Established by the National Defense Authorization Act for Fiscal Years 1992 and 1993, PL 102-190, 5 December 1991. DoD Directive 5111.3, 8 December 1999, designated it as Principal Deputy Under Secretary of Defense (Policy). The National Defense Authorization Act for Fiscal Year 2018, PL 115-91, 12 December 2017, redesignated the position of Principal Deputy Under Secretary of Defense to Deputy Under Secretary of Defense.

I. Lewis Libby	12 August 1992–10 January 1993
Walter B. Slocombe	1 June 1993–14 September 1994
Jan M. Lodal	3 October 1994–30 September 1998
James M. Bodner	1 October 1998–19 January 2001

Stephen A. Cambone.	
Christopher Ryan Henry	7 February 2003–1 August 2008
James N. Miller Jr.	
Kathleen H. Hicks	
Brian McKeon.	
Theresa Whelan	17 October 2017–30 May 2017
David J. Trachtenberg	18 October 2017–12 December 2017

# Deputy Under Secretary of Defense (Policy)

David J. Trachtenberg	12 December 2017–3 January 2018
James H. Anderson (Performing the Duties Of)	
Daniel Green (Performing the Duties Of)	24 April 2020–3 August 2020
James H. Anderson	8 June 2020–10 November 2020
Anthony J. Tata (Performing the Duties Of)	31 July 2020–10 November 2020
Thomas Williams (Performing the Duties Of)	10 November 2020–Present

# COMPTROLLER/CHIEF FINANCIAL OFFICER

The National Defense Authorization Act for Fiscal Year 1995, PL 103-337, 5 October 1994, raised the status of the Department of Defense Comptroller from the level of Assistant Secretary to that of Under Secretary. DoD Directive 5118.03, 20 April 2012, updated the responsibilities, functions, and authorities for this position. The Under Secretary of Defense (Comptroller/Chief Financial Officer) is the principal staff assistant and adviser to the Secretary and Deputy Secretary of Defense for budgetary and fiscal matters, including financial management, audit administration, accounting policy, and budget formulation and execution.

# Assistant Secretary of Defense (Comptroller)

The first Secretary of Defense, James Forrestal, assigned the comptroller function to one of three special assistants created by the National Security Act of 1947. The 1949 amendments to the National Security Act of 1947 established the position of Assistant Secretary of Defense (Comptroller).

Wilfred J. McNeil	12 September 1949–1 November 1959
Franklin B. Lincoln	2 December 1959–20 January 1961
Charles J. Hitch	
Robert N. Anthony	10 September 1965–31 July 1968
Robert C. Moot	1 August 1968–9 January 1973
Don R. Brazier (Acting)	10 January 1973–20 January 1973
Terence E. McClary	
Fred P. Wacker	1 September 1976–29 February 1980

Jack R. Borsting	12 August 1980–31 December 1982
John R. Quetsch (Acting)	1 January 1983–23 February 1983
Vincent Puritano	
John R. Quetsch (Acting)	
Robert W. Helm	16 August 1984–1 October 1986

# Department of Defense Comptroller

The Assistant Secretary of Defense (Comptroller) 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.

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)	
Alice Maroni (Acting)	6 May 1993–26 October 1993
John J. Hamre	26 October 1993–5 September 1994

# Under Secretary of Defense (Comptroller/CFO)

John J. Hamre
• Deputy Secretary of Defense, 29 July 1997–31 March 2000; see bio in section III
William J. Lynn III19January 2001
<ul> <li>Deputy Secretary of Defense, 12 February 2009–5 October 2011; see bio in sec- tion III</li> </ul>
Dov S. Zakheim
<ul> <li>Deputy Under Secretary of Defense (Planning and Resources), 1985–1987</li> <li>Vice president, System Planning Corporation, 1987–2001</li> </ul>
Lawrence J. Lanzillotta (Acting)
• Deputy Under Secretary of Defense (Management Reform), 2002–2004
Tina W. Jonas         28 July 2004–26 September 2008
Senior Budget Examiner, Office of Management and Budget, 1991–1995
Professional Staff Member, House Committee on Appropriations, 1995–2001
<ul> <li>Deputy Under Secretary of Defense (Financial Management), 2001–2002</li> </ul>
<ul> <li>Assistant Director and Chief Financial Officer, Federal Bureau of Investigation, 2002–2004</li> </ul>
Robert F. Hale         9 February 2009–27 June 2014
• Served in the U.S. Navy, 1969–1972
<ul> <li>Director, National Security Division, Congressional Budget Office, 1982–1994</li> </ul>
<ul> <li>Assistant Secretary of the Air Force (Financial Management and Comptroller), 1994–2001</li> </ul>

# Principal Deputy Under Secretary of Defense (Comptroller/CFO)

Position established by law as one of five Principal Deputy Under Secretary of Defense positions in NDAA for FY 2010, PL 111-84 (28 October 2009). The National Defense Authorization Act for Fiscal Year 2018, PL 115-91, 12 December 2017, redesignated the position of Principal Deputy Under Secretary of Defense to Deputy Under Secretary of Defense.

Michael J. McCord	
John P. Roth (Performing the Duties Of)	27 June 2014–22 December 2015
John C. Conger	22 December 2015–20 January 2017
Elaine A. McCusker	2 August 2017–12 December 2017

# Deputy Under Secretary of Defense (Comptroller/CFO)

Elaine A. McCusker	12 December 2017–6 June 2020
Vacant	

# PERSONNEL AND READINESS

The National Defense Authorization Act for Fiscal Year 1994, PL 103-160, 30 November 1993, created the position of Under Secretary of Defense (Personnel and Readiness). DoD Directive 5124.02, 17 March 1994, described the position's responsibilities and mission, which included the functions of the now-abolished Assistant Secretary of Defense (Force Management and Personnel), and established authority over the Assistant Secretary of Defense (Reserve Affairs) and the Assistant Secretary of Defense (Health Affairs). (See Part VIII, Assistant Secretaries of Defense.) The Under Secretary of Defense (Personnel and Readiness) is the principal staff assistant and adviser 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 training; dependent education; equal opportunity; morale, welfare, and recreation; and quality-of-life matters.

# Under Secretary of Defense (Personnel and Readiness)

Edwin Dorn	
<ul> <li>Deputy director for research, Joint Cen 1981–1990</li> </ul>	nter for Political and Economic Studies,
• Assistant Secretary of Defense (Force M	lanagement and Personnel), 1993–1994
Rudy deLeon	5 August 1997–31 March 2000
• Deputy Secretary of Defense, 31 March	2000–1 March 2001; see bio in section III
Charles L. Cragin (Acting)	
• Served in the U.S. Navy, 1951–1964	
• Associate, Verrill & Dana, 1970–1974	
<ul><li>Partner, Verrill &amp; Dana, 1974–1990</li><li>Assistant Secretary of Defense (Reserve</li></ul>	Affairs) 1998-2001
Bernard D. Rostker	
• Director, Selective Service System, 1979	
<ul> <li>Assistant Secretary of the Navy, 1994–1</li> </ul>	
• Under Secretary of the Army, 1998–200	
Charles L. Cragin (Acting)	
David S. C. Chu	1 June 2001–20 January 2009
• Served in the U.S. Army, 1968–1970	
Director of Program Analysis and Evalu	uation, 1981–1988
Assistant Secretary of Defense (Program	
• Director, RAND Washington Office, 19	
Gail McGinn (Performing the Duties Of)	
• Deputy Under Secretary of Defense (Pla	
Clifford L. Stanley	•
<ul> <li>Served in the U.S. Marine Corps, 1969–</li> <li>President, Scholarship America, 2004–2</li> </ul>	
Jo Ann Rooney (Acting)	
Chief counsel, The Lyons Companies, 1	
<ul> <li>President, Spalding University, 2002–20</li> </ul>	
<ul> <li>Principal Deputy Under Secretary of Deputy</li> </ul>	
2012	
Erin C. Conaton	
Professional Staff Member, House Arme	
• Under Secretary of the Air Force, 2010-	
Jessica L. Wright	
<ul><li>Served in the Pennsylvania Army Natio</li><li>Assistant Secretary of Defense (Reserve</li></ul>	
Brad R. Carson (Acting)	
• U.S. Representative (D-OK), 2001–2005	5
• Under Secretary of the Army, 2014–201	5

- Associate, Crowell & Moring, 1983–1987
- Counsel to Senator Carl Levin (D-MI), 1995–1996
- Professional Staff Member, Senate Armed Services Committee, 1996–2015
- Deputy Chief Management Officer, Department of Defense, 2015–2016

• Deputy Assistant Secretary of Defense (Military Personnel Policy), 2014–2019

- Acting Assistant Secretary of Defense (Legislative Affairs), 2006–2009
- Assistant Secretary of Defense (Legislative Affairs), 2006–2009
- Vice president, CH2M Hill Companies Ltd., 2010–2015
- Senior Advisor, Senator Thom Tillis, 2015–2017

- Acting Assistant Secretary of Defense (Readiness and Force Management), 2014–2015
- Principal Deputy Assistant Secretary of Defense (Manpower and Reserve Affairs), 2015–2016

• Assistant Secretary of Defense (Manpower and Reserve Affairs), 2018–2019

Alexis L. Ross (Performing the Duties Of) ...... March 2020–26 March 2020

- Deputy Assistant Secretary (Strategy and Acquisition Reform), Department of the Army, 2018–2019
- Deputy Chief of Staff, Office of the Secretary of Defense, 2019–Present
- - Professional Staff Member, Senate Armed Services Committee, 2015–2017
  - Majority Policy Director, Senate Armed Services Committee, 2017
  - Under Secretary of the Air Force, 2017–2019
  - Acting Secretary of the Air Force, 1 June 2019–2 November 2019

# Principal Deputy Under Secretary of Defense (Personnel and Readiness)

The National Defense Authorization Act for Fiscal Year 2002, PL 107-107, 25 December 2001, established the position. DoD Directive 5124.08, 16 July 2003, added the word "Principal" to the official title. DoD Directive 5124.08, 3 April 2020, updated the responsibilities, relationships, and authorities of the position and documented the change of name to Deputy Under Secretary of Defense (Personnel and Readiness).

Charles S. Abell	14 November 2002–January 2006
Michael L. Dominguez	11 July 2006–20 January 2009
William J. Carr (Acting)	January 2009–December 2010
Jo Ann Rooney	
Laura Junor	

# INTELLIGENCE AND SECURITY

The Bob Stump National Defense Authorization Act for Fiscal Year 2003, PL 107-314, 2 December 2002, established this position. DoD Directive 5143.01, 24 October 2014, detailed the position's responsibilities, functions, relationships, and authorities. DoD Directive 5143.01, incorporating Change 2, 6 April 2020, updated the position's description and changed the name to Under Secretary of Defense (Intelligence and Security). The Under Secretary (Intelligence and Security) is the principal staff assistant and adviser to the Secretary and Deputy Secretary of Defense for intelligence, counterintelligence, security, sensitive activities, and related matters.

# Under Secretary of Defense (Intelligence)

• Director, Strategic Defense Policy, Office of the Under Secretary of Defense (Policy), 1990–1993 • Senior fellow, Center for Strategic and International Studies, 1993–1998 • Director of research, Institute for National Strategic Studies, National Defense University, 1998–2000 • Principal Deputy Under Secretary of Defense (Policy), 2001–2002 • Served in the U.S. Marine Corps and U.S. Air Force, 1963–1995 • Director, Defense Intelligence Agency, 1991–1995 • Director, National Geospatial-Intelligence Agency, 2001–2006 • Director of National Intelligence, 2010–2017 • Served in the U.S. Army, 1973–1986 • Senior vice president, Center for Strategic and Budgetary Assessments, 1996-2007 • Assistant Secretary of Defense (Special Operations/Low-Intensity Conflict and Interdependent Capabilities), 2007–2011 Marcel Lettre (Acting) ..... 1 May 2015–16 December 2015 • Special Assistant to the Secretary of Defense, 2011–2013 • Principal Deputy Under Secretary of Defense (Intelligence), 2013–2015 • Acting Under Secretary of Defense (Intelligence), 1 May 2015–16 December 2015 Todd Lowery (Performing the Duties Of) ..... 20 January 2017–1 June 2017 • Senior Advisor to the Under Secretary of Defense (Intelligence) 2011–2014 • Performed the Duties of Principal Deputy Under Secretary of Defense (Intelligence), 2015–2017 

- Policy Director, House Armed Services Committee, 2013–2017
- Principal Deputy Under Secretary of Defense (Intelligence), 2 June 2017–20 December 2019

- Served in the U.S. Navy, 1981–2013
- Deputy Commander, U.S. Southern Command, 2011–2013
- Vice president, SAP National Security Services Inc., 2013–2017

# Under Secretary of Defense (Intelligence and Security)

Section 1621(a)(1) of PL 116-92, the National Defense Authorization Act for Fiscal Year 2020, 20 December 2019, redesignated the position as the Under Secretary of Defense (Intelligence and Security).

Joseph D. Kernan	20 December 2019–10 November 2020
Ezra Cohen-Watnick (Acting).	

#### Principal Deputy Under Secretary of Defense (Intelligence)

The National Defense Authorization Act for Fiscal Year 2010, PL 111-84, 28 October 2009, established this position as one of five Principal Deputy Under Secretaries of Defense.

Thomas A. Ferguson	April 2007–September 2013
Marcel Lettre	1 November 2013–5 February 2016
Todd Lowery (Performing the Duties Of)	5 February 2016–2 June 2017
Kari A. Bingen	2 June 2017–12 December 2017

#### Deputy Under Secretary of Defense (Intelligence)

#### Deputy Under Secretary of Defense (Intelligence and Security)

Section 1621(b)(1) of PL 116-92, the National Defense Authorization Act for Fiscal Year 2020, 20 December 2019, redesignated the position as the Deputy Under Secretary of Defense (Intelligence and Security).

Kari A. Bingen	
Ralph Cacci (Performing the Duties Of)	10 January 2020–Present

Congress has created several positions over time that today fall in rank between the Under Secretaries of Defense and Assistant Secretaries of Defense. These positions are all presidentially appointed, Senate-confirmed (PAS) and report directly to the Secretary and Deputy Secretary of Defense.

# COST ASSESSMENT AND PROGRAM EVALUATION

The Weapons Systems Acquisition Reform Act (WSARA) of 2009 established the Director of Cost Assessment and Program Evaluation (CAPE). The origins of the office date to 1961 with the establishment of the Office of Systems Analysis, which became the Office of Program Analysis and Evaluation in 1973. The Director is the principal staff assistant and adviser to the Secretary of Defense and other senior Defense officials for independent cost assessment and program evaluation, including review of cost estimates and analysis of alternatives to support military acquisition decisions.

#### Assistant Secretary of Defense (Systems Analysis)

DoD Directive 5141.1, 17 September 1965, established the position of Assistant Secretary of Defense (Systems Analysis).

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

#### Director of Defense Program Analysis and Evaluation

By administrative action, on 11 April 1973, Secretary of Defense Elliot Richardson announced the position title changed to Director of Defense Program and Evaluation.

#### Assistant Secretary of Defense (Program Analysis and Evaluation)

Position title changed to Assistant Secretary of Defense (Program Analysis and Evaluation) on 11 February 1974. The responsibilities and mission were described in DoD Directive 5141.1, 29 March 1974.

Leonard Sullivan	11 February 1974–23 February 1976
Edward C. Aldridge Jr. (Acting)	23 February 1976–18 May 1976

#### Director for Planning and Evaluation

On 18 May 1976 Secretary of Defense Donald Rumsfeld eliminated the position of Assistant Secretary of Defense (Program Analysis and Evaluation) and in its place established a Director for Planning and Evaluation.

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

# Assistant Secretary of Defense (Program Analysis and Evaluation)

On 28 April 1977, the position of Director for Planning and Evaluation became Assistant Secretary of Defense (Program Analysis and Evaluation). DoD Directive 5141.1, 29 November 1978, detailed the position's responsibilities and mission.

#### Director, Program Analysis and Evaluation

By administrative action, Secretary of Defense Caspar Weinberger downgraded the position of Assistant Secretary of Defense (Program Analysis and Evaluation) to Director of Program Analysis and Evaluation in May 1981.

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

#### Assistant Secretary of Defense (Program Analysis and Evaluation)

The National Defense Authorization Act for Fiscal Years 1988 and 1989, PL 100-180, 4 December 1987, increased the number of Assistant Secretaries of Defense to 12 until 20 January 1989. Position redesignated Assistant Secretary of Defense (Program Analysis and Evaluation) on 13 July 1989.

#### Director of Program Analysis and Evaluation

By administrative action, Secretary of Defense Les Aspin downgraded the position of Assistant Secretary of Defense (Program Analysis and Evaluation) to Director, Program Analysis and Evaluation in 1993.

William J. Lynn III	. 25 June 1993–19 November 1997
Robert R. Soule	1 July 1998–27 April 2001
Barry D. Watts.	1 May 2001–1 July 2002
Stephen A. Cambone	1 July 2002–7 March 2003
Kenneth J. Krieg	23 July 2003–6 June 2005
Bradley M. Berkson	6 June 2005–3 April 2009

#### Director, Cost Assessment and Program Evaluation

The Weapons Systems Acquisition Reform Act (WSARA), P.L. 111-23, 22 May 2009, established the Director, Cost Assessment and Program Evaluation (CAPE) and transferred the staff of the former Program Analysis and Evaluation office to CAPE. The Under Secretary of Defense (Acquisition, Technology, and Logistics) issued Directive-Type Memorandum 09-027 on 4 December 2009 to further implement those select requirements of WSARA applicable to the Director, Cost Assessment and Program Evaluation.

Christine H. Fox	
Jamie Morin	
Robert Daigle	

E. Y. (Yisroel) Brumer (Acting)	18 May 2019–16 August 2019
John E. Whitley (Acting)	. 16 August 2019–13 March 2020
John E. Whitley (Performing the Duties Of)	13 March 2020–4 May 2020
Joseph Nogueira (Acting)	

# GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE

Position originated as the Assistant Secretary of Defense (Legal and Legislative Affairs), one of three Special Assistants to the Secretary of Defense authorized by the National Security Act of 1947, PL 80-253, 26 July 1947. Reorganization Plan Number 6, 30 June 1953, established the position by title. DoD Directive 5145.01, 24 August 1953, established positional responsibilities and mission. The General Counsel serves as the chief legal officer of the Department of Defense, advising both the Secretary and Deputy Secretary of Defense on all legal matters and services. The General Counsel also develops the Department's legislative program, establishes policy on specific legal problems, maintains the repository for all international agreements of the Department, and serves as Director of the Defense Legal Services Agency.

#### General Counsel

H. Struve Hensel	17 August 1953–4 March 1954
Wilber M. Brucker	
Mansfield D. Sprague	
Robert Dechert	
J. Vincent Burke Jr.	14 September 1959–20 January 1961
Cyrus R. Vance	
John T. McNaughton.	5 July 1962–25 June 1964
Paul C. Warnke	
Leonard Niederlehner (Acting).	1 August 1967–19 August 1970
J. Fred Buzhardt Jr.	20 August 1970–4 January 1974
Martin R. Hoffmann	14 March 1974–5 August 1975
Leonard Niederlehner (Acting).	6 August 1975–1 January 1976
Richard A. Wiley.	2 January 1976–15 January 1977
Deanne C. Siemer	
Togo D. West Jr.	1 February 1980–20 January 1981
William H. Taft IV	
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	

David S. Addington.	12 August 1992–20 January 1993
Jamie S. Gorelick	5 May 1993–17 March 1994
Judith A. Miller	
Douglas A. Dworkin	14 June 2000–19 January 2001
William J. Haynes II	
Jeh C. Johnson	
Robert Taylor (Acting)	1 January 2013–27 October 2013
Stephen W. Preston	
Jennifer M. O'Connor	12 June 2016–20 January 2017
Paul Koffsky (Performing the Duties Of)	
William S. Castle (Acting)	August 2017–13 July 2018
Paul C. Ney Jr.	

# INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE

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

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

#### Inspector General

Joseph H. Sherick	
Derek Vander Schaaf (Acting)	3 June 1986–13 November 1987
June Gibbs Brown	13 November 1987–20 October 1989
Derek Vander Schaaf (Acting)	20 October 1989–28 November 1989
Susan J. Crawford	28 November 1989–19 November 1991
Derek Vander Schaaf (Acting)	19 November 1991–28 February 1995
Eleanor J. Hill	1 March 1995–30 April 1999
Donald Mancuso (Acting).	1 May 1999–26 January 2000
Joseph E. Schmitz	
Claude M. Kicklighter	
Gordon S. Heddell (Acting)	

Gordon S. Heddell	
Lynne M. Halbrooks (Acting)	25 December 2011–21 June 2012
Jon T. Rymer	17 September 2013–8 January 2016
Glenn A. Fine (Acting)	
Glenn A. Fine (Performing the Duties Of)	October 2019–7 April 2020
Sean P. O'Donnell (Acting)	

# VIII. ASSISTANT SECRETARIES OF DEFENSE

The number, titles, and duties of the Assistant Secretaries, with or without specific statutory designation, have changed over time in accordance with both congressional legislation and Department of Defense directives. The current Assistant Secretary positions are listed alphabetically by title, with their direct lineal predecessor positions (if any) listed chronologically. Former Assistant Secretary positions in a direct lineage leading to an Under Secretary position are listed with those Under Secretaries (see section VI). There are currently 14 Assistant Secretaries of Defense.

# ACQUISITION

Section 906(b) of the National Defense Authorization Act for Fiscal Year 2010, PL 111-84, 28 October 2009, established this position to serve as the principal adviser to the Secretary of Defense and Under Secretary of Defense (Acquisition, Technology, and Logistics) on matters relating to acquisition.

# Assistant Secretary of Defense (Acquisition)

Katrina G. McFarland (Acting).	1 October 2011–24 May 2012
Katrina G. McFarland	
Dyke Weatherington (Performing the Duties Of)	20 January 2017–14 December 2017
James A. MacStravic (Acting)	14 December 2017–18 February 2018
Kevin M. Fahey	

# ENERGY, INSTALLATIONS, AND ENVIRONMENT

Section 902 of the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009, PL 110-417, 14 October 2008, established the position of Assistant Secretary of Defense (Operational Energy Plans and Programs). The Assistant Secretary's duties included leading, overseeing, and providing accountability for operational energy plans and programs within the Department of Defense and the military services, as well as establishing, coordinating, and implementing the Department's operational energy strategy and advising the Secretary and Deputy Secretary of Defense on operational energy plans, programs, and policy. Section 903 of the National Defense Authorization Act for Fiscal Year 2010, PL 111-84, 28 October 2009, further elaborated on the activities of this office.

On 19 December 2014, the Carl Levin and Howard P. "Buck" McKeon National Defense Authorization Act for Fiscal Year 2015 merged this position with the Deputy Under Secretary of Defense (Installations and Environment). In addition to its previously established functions, the position gained responsibility for creating policies to improve facility energy efficiency, increasing renewable energy use on U.S. installations, promoting energy security, and managing environmental compliance, conservation, and clean-up programs.

Assistant Secretary of Defense (Operational Energy Plans and Programs)

Assistant Secretary of Defense (Energy, Installations, and Environment)

John C. Conger (Performing the Duties Of).....20 December 2014–20 January 2017

# HEALTH AFFAIRS

#### Chairman, Armed Forces Medical Advisory Committee

In November 1948, Secretary of Defense James Forrestal established the Armed Forces Medical Advisory Committee, to be headed by a Chairman.

Dr. Charles P. Cooper ...... December 1948–January 1951

#### Chairman, Armed Forces Medical Policy Council

On 2 January 1951, Secretary of Defense George Marshall issued a directive creating the Armed Forces Medical Policy Council, to be headed by a Chairman. This directive abolished the Armed Forces Medical Advisory Committee.

Dr. Richard L. Meiling	5 January 1951–30 June 1951
Dr. William R. Lovelace	1 July 1951–1 April 1952
Dr. Melvin A. Casberg	1 April 1952–1 April 1953

#### Assistant to the Secretary of Defense (Health and Medical)

DoD Directive 5136.4, 1 April 1953, created this position and also abolished the Armed Forces Medical Policy Council.

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

#### Assistant Secretary of Defense (Health and Medical)

DoD Directive 5105.1, 30 June 1953, created the Assistant Secretary of Defense (Health and Medical).

Secretary of Defense Robert McNamara, through the Secretary's authority under the Department of Defense Reorganization Act of 1958, PL 85-599, 6 August 1958, abolished the position of Assistant Secretary of Defense (Health and Medical) on 31 January 1961, and transferred functions to the Assistant Secretary of Defense (Manpower).

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

#### Assistant Secretary of Defense (Health and Environment)

Position established on 23 June 1970 by DoD Directive 5136.1 after PL 91-121, 19 November 1969, designated an Assistant Secretary position for health affairs. On 22 January 1976 the position title changed to Assistant Secretary of Defense (Health Affairs).

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

# Assistant Secretary of Defense (Health Affairs)

The Assistant 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.

Dr. Robert N. Smith	30 August 1976–7 January 1978
Vernon McKenzie (Acting).	
Dr. John Moxley III.	14 September 1979–9 August 1981
Dr. John Beary (Acting)	10 August 1981–24 September 1983
Vernon McKenzie (Acting)	25 September 1983–17 November 1983
Dr. William Mayer	
Dr. Enrique Mendez	
Dr. Edward D. Martin (Acting)	
Dr. Stephen C. Joseph	
Dr. Edward D. Martin (Acting)	1 April 1997–26 May 1998
Dr. Sue Bailey	
Dr. William Winkenwerder Jr.	
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 P. McCaffery (Acting)	
Thomas P. McCaffery	

# HOMELAND DEFENSE AND GLOBAL SECURITY

#### Assistant Secretary of Defense (Homeland Defense)

The Bob Stump National Defense Authorization Act for Fiscal Year 2003, PL 107-314, 2 December 2002, created the position of Assistant Secretary of Defense (Homeland Defense), reporting to the Under Secretary of Defense (Policy). The Assistant Secretary oversees Department of Defense homeland defense activities.

The Marine Corps called Paul F. McHale to active duty during his tenure and deployed him to Afghanistan from December 2006 until July 2007. In his absence, the Secretary of Defense never formally named an Acting Assistant Secretary in his position.

# Assistant Secretary of Defense (Homeland Defense and Americas' Security Affairs)

The September 2006 reorganization of the Office of the Under Secretary of Defense (Policy) made the Assistant Secretary for Homeland Security the Assistant Secretary of Defense (Homeland Defense and Americas' Security Affairs), connoting its responsibilities for North and South American security issues. DoD Directive 5111.13, 16 January 2009, defined the responsibilities of the position. DoD Directive 5111.13, 23 March 2018, canceled the 2009 directive and transferred responsibilities to the ASD (Homeland Defense and Global Security).

#### Assistant Secretary of Defense (Global Strategic Affairs)

A reorganization of the Office of the Under Secretary of Defense (Policy), announced in September 2006 and implemented by August 2007, created the new position of the Assistant Secretary of Defense (Global Security Affairs). Although a directive never stated the responsibilities and mission of the position, the new Assistant Secretary 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, described the Assistant Secretary's responsibilities for responses to weapons of mass destruction incidents. By administrative action in 2009, the position became Assistant Secretary of Defense (Global Strategic Affairs). In 2014, Secretary of Defense Chuck Hagel disestablished this position to comply with section 906 of the National Defense Authorization Act for FY 2010. He transferred the functions of the position on 9 January 2015 to the Assistant Secretary of Defense (Homeland Defense and Global Security).

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

#### Assistant Secretary of Defense (Homeland Defense and Global Security)

In order to comply with section 906 of the National Defense Authorization Act for Fiscal Year 2010, PL 111-84, 28 October 2009, Secretary of Defense Chuck Hagel eliminated the position of Assistant Secretary of Defense (Global Strategic Affairs) and transferred responsibility for cyberspace, space, and countering weapons of mass destruction policies to the new Assistant Secretary of Defense (Homeland Defense and Global Security).

Eric Rosenbach	23 September 2014–6 July 2015
Thomas F. Atkin	
Kenneth Rapuano	

# **INDO-ASIAN SECURITY AFFAIRS**

The reorganization of the Office of the Under Secretary of Defense (Policy), announced in September 2006, resulted in the creation of the position of Assistant Secretary of Defense (Asian and Pacific Security Affairs). A Deputy Assistant Secretary of Defense under the Assistant Secretary of Defense (International Security Affairs) had performed the functions of the position prior to the reorganization.

On 21 February 2019, the name of the position changed to Assistant Secretary of Defense (Indo-Pacific Security Affairs).

# Assistant Secretary of Defense (Asian and Pacific Security Affairs)

Secretary of Defense Robert Gates established this position under the authority provided to him by United States Code, Title 10, section 138.

19 December 2007–14 November 2008
14 November 2008–20 January 2009
1 May 2013–10 January 2014
20 January 2017–29 December 2017
29 December 2017–20 February 2019

#### Assistant Secretary of Defense (Indo-Pacific Security Affairs)

On 21 February 2019, David Norquist, Performing the Duties of the Deputy Secretary of Defense, approved a request from the Under Secretary of Defense (Policy) to rename the Assistant Secretary of Defense (Asian and Pacific Security Affairs) to Assistant Secretary of Defense (Indo-Pacific Security Affairs).

The Assistant Secretary of Defense (Indo-Pacific Security Affairs) serves as the principal adviser to the Under Secretary of Defense (Policy) and the Secretary of Defense on international security strategy and policy issues involving the nations and international organizations of the Asia-Pacific region. It oversees security cooperation programs and foreign military sales programs in the regions under its supervision in close cooperation with U.S. Pacific Command and U.S. Central Command. The Assistant Secretary represents the Department of Defense in interagency policy deliberations and international negotiations related to the Asia-Pacific region.

Randall G. Schriver	
David Helvey (Acting)	1 January 2020–29 July 2020
David Helvey (Performing the Duties Of)	

# **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 established by the National Security Act of 1947, 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 (International Security Affairs).

Maj. Gen. James H. Burns, USA	6 December 1949–27 August 1951
Frank C. Nash	28 August 1951–10 February 1953

# Assistant Secretary of Defense (International Security Affairs)

Reorganization Plan Number 6, 30 June 1953, authorized six new Assistant Secretaries of Defense. The position of Assistant to the Secretary of Defense (International Security Affairs) became Assistant Secretary of Defense (International Security Affairs). The Assistant Secretary reported to the Under Secretary of Defense (Policy) when that office came into existence in 1977. The scope of the Assistant Secretary's responsibilities narrowed and changed over the years as other Assistant Secretary positions were established in the office of the Under Secretary of Defense (Policy), beginning with the Assistant Secretary of Defense (International Security Policy) in 1981.

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

# Assistant Secretary of Defense (Regional Security Affairs)

DoD Directive 5111.7, 6 July 1993, established the Assistant Secretary of Defense (Regional Security Affairs), which received some functions from the abolished position of Assistant Secretary of Defense (International Security Affairs). The title of this position reverted to Assistant Secretary of Defense (International Security Affairs) on 11 April 1994.

# Assistant Secretary of Defense (International Security Affairs)

Charles Freeman	11 April 1994–14 September 1994
Joseph S. Nye Jr.	15 September 1994–16 December 1995
Franklin D. Kramer	
Peter W. Rodman	
Mary Beth Long (Acting)	2 March 2007–21 December 2007
Mary Beth Long	21 December 2007–20 January 2009
Alexander R. Vershbow	
Joseph McMillan (Acting)	11 February 2012–23 May 2012
Derek H. Chollet	
Elissa S. Slotkin (Acting)	
Robert Story Karem	
Kathryn Wheelbarger (Performing the Duties Of).	5 November 2018–4 July 2020
Michael C. Ryan (Performing the Duties Of)	5 July 2020–31 August 2020
Michael Cutrone (Performing the Duties Of)	1 September 2020–Present

# **LEGISLATIVE AFFAIRS**

#### Special Assistant (Legal and Legislative Affairs)

One of the three Special Assistants to the Secretary of Defense established by the National Security Act of 1947, PL 80-253, 26 July 1947. Handled legal and legislative affairs between 1947 and 1949.

#### Assistant Secretary of Defense (Legal and Legislative Affairs)

Position 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).

Position abolished by Reorganization Plan Number 6, 30 June 1953, and functions divided and transferred to the General Counsel and the Assistant Secretary of Defense (Legislative and Public Affairs). See section IX, Principal Staff Assistants, Public 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

# Assistant to the Secretary of Defense (Legislative Affairs)

Position created by Deputy Secretary of Defense Reuben B. Robertson Jr. with a memorandum on 21 February 1957.

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

#### Assistant Secretary of Defense (Legislative Affairs)

By administrative action, Secretary of Defense Elliot Richardson elevated the position of Assistant to the Secretary of Defense (Legislative Affairs) to Assistant Secretary of Defense (Legislative Affairs) on 11 April 1973.

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

#### Assistant to the Secretary of Defense (Legislative Affairs)

By administrative action, Secretary of Defense Harold Brown redesignated the position of Assistant Secretary of Defense (Legislative Affairs) as Assistant to the Secretary of Defense (Legislative Affairs) on 23 March 1977.

#### Assistant Secretary of Defense (Legislative Affairs)

By administrative action, Secretary of Defense Caspar Weinberger reestablished the position of Assistant Secretary of Defense (Legislative Affairs). The Department of Defense issued Directive 5142.1 on 2 July 1982 describing the responsibilities and mission.

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

# Assistant to the Secretary of Defense (Legislative Affairs)

By administrative action, Secretary of Defense Les Aspin downgraded the position of Assistant Secretary of Defense (Legislative Affairs) to an Assistant to the Secretary of Defense (Legislative Affairs).

Sandra K. Stuart ..... 1 August 1993–15 September 1994

#### Assistant Secretary of Defense (Legislative Affairs)

The National Defense Authorization Act for Fiscal Year 1994, PL 103-160, 30 November 1993, gave statutory standing to the position of Assistant Secretary of Defense (Legislative Affairs). This is the principal staff assistant to the Secretary of Defense for DoD relations with members of Congress, the liaison for testimony at congressional hearings, and the coordinator of the Department's legislative program.

Sandra K. Stuart	15 September 1994–27 February 1999
John K. Veroneau (Acting)	
John K. Veroneau	
Powell A. Moore	
Daniel B. Stanley (Acting)	1 December 2004–30 June 2005
Daniel B. Stanley	
Robert L. Wilkie (Acting)	31 January 2006–29 September 2006
Robert L. Wilkie	
Elizabeth L. King	
Michael J. Stella (Acting)	
Stephen Hedger	1 April 2015–1 July 2016
Tressa Guenov (Acting)	1 July 2016–20 January 2017
Pete Giambastiani (Acting)	
Robert R. Hood	1 August 2017–24 July 2020
Ann T. Johnson (Acting).	

# MANPOWER AND RESERVE AFFAIRS

#### Assistant Secretary of Defense (Administration and Public Affairs)

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

Paul H. Griffith ...... 12 September 1949–15 November 1950

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).

John A. Hannah	11 February 1953–31 July 1954
Carter L. Burgess	

#### Assistant Secretary of Defense (Manpower, Personnel and Reserve)

On 22 September 1955, Secretary of Defense Charles Wilson redesignated the position of Assistant Secretary of Defense (Manpower and Personnel) as Assistant Secretary of Defense (Manpower, Personnel, and Reserve).

Carter L. Burgess	September 1955–22 January 1957
William H. Francis	19 April 1957–24 May 1958
Charles O. Finucane	15 July 1958–19 January 1961

#### Assistant Secretary of Defense (Manpower)

DoD Directive 5120.27, 31 January 1961, redesignated the position as Assistant Secretary of Defense (Manpower).

Carlisle P. Runge	
Norman S. Paul	
Thomas D. Morris	1 October 1965–31 August 1967
Alfred B. Fitt.	

#### Assistant Secretary of Defense (Manpower and Reserve Affairs)

The Reserve Forces Bill of Rights and Vitalization Act, PL 90-168, 1 January 1968, changed the title to Assistant Secretary of Defense (Manpower and Reserve Affairs).

Alfred B. Fitt.	1 January 1968–20 February 1969
Roger T. Kelley	3 March 1969–1 June 1973
Carl W. Clewlow (Acting)	1 June 1973–1 September 1973
William K. Brehm	1 September 1973–18 March 1976
David P. Taylor	

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

DoD Directive 5124.1, 20 April 1977, mandated that the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) assume all functions of the Assistant Secretary of Defense (Manpower and Reserve Affairs) and Assistant Secretary of Defense (Installations and Logistics). See section X, Former and Disestablished Positions; Supply, Logistics, and Installations.

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

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

The Department of Defense Authorization Act, 1984, PL 98-94, 24 September 1983, changed the title of Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) to Assistant Secretary of Defense (Manpower, Installations, and Logistics). The reserve affairs functions transferred to the Assistant Secretary of Defense (Reserve Affairs) on 1 October 1983, and installations and logistics functions transferred to the new Assistant Secretary of Defense (Acquisition and Logistics), which was established 5 July 1985.

#### Assistant Secretary of Defense (Force Management and Personnel)

DoD Directive 5124.2, 13 March 1985, established the position with a new title, Assistant Secretary of Defense (Force Management and Personnel). The position assumed manpower duties only on 5 July 1985.

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

5 July 1985–31 August 1985
.7 December 1985–8 July 1987
3 February 1988–5 March 1989
ovember 1989–20 January 1993
2 July 1993–16 March 1994

# Assistant Secretary of Defense (Force Management Policy)

By administrative authority, Secretary of Defense William Perry established the Assistant Secretary of Defense (Force Management) on 7 July 1994. DoD Directive 5124.5, 31 October 1994, changed the title to Force Management Policy. The new Deputy Under Secretary of Defense (Personnel and Readiness) took office in November 2002, abolishing this position.

Frederick F.Y. Pang	11 October 1994–15 November 1997
Francis M. Rush Jr. (Acting)	15 November 1997–12 November 1999
Alphonso Maldon Jr	
Charles S. Abell	

#### Assistant Secretary of Defense (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. DoD Directive 5125.1, 12 January 1984, established this position's responsibilities and mission.

Stephen M. Duncan.	
Deborah R. Lee	1 June 1993–11 April 1998
Charles L. Cragin (Acting)	12 April 1998–31 May 2001
Thomas F. Hall	
Dennis M. McCarthy	
David L. McGinnis (Acting).	
Jessica L. Wright	

#### Assistant Secretary of Defense (Manpower and Reserve Affairs)

The Carl Levin and Howard P. "Buck" McKeon National Defense Authorization Act for Fiscal Year 2015, PL 113-291, 19 December 2014, redesignated the position as the Assistant Secretary of Defense (Manpower and Reserve Affairs).

Todd A. Weiler	15 May 2016–20 January 2017
Stephanie Barna (Acting)	
Virginia Penrod (Acting)	
James Stewart	
Virginia Penrod (Acting)	
Virginia Penrod (Performing the Duties Of)	

# NUCLEAR, CHEMICAL, AND BIOLOGICAL DEFENSE PROGRAMS

# Chairman, Military Liaison Committee

The Atomic Energy Act of 1946, PL 79-585, 1 August 1946, established the Military Liaison Committee. The Secretaries of War and the Navy designated a Chairman until Congress amended the Atomic Energy Act in 1949, PL 81-347, 11 October 1949, and mandated that the President appoint a Chairman, with the advice and consent of the Senate, as well as committee members.

Lt. Gen. Lewis H. Brereton, USAF	
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 (Atomic Energy)

From 13 April 1953, the Chairman of the Military Liaison Committee also served as Assistant to the Secretary of Defense (Atomic Energy). The National Defense Authorization Act for Fiscal Year 1987, PL 99-661, 14 November 1986, abolished the Military Liaison Committee and established the Nuclear Weapons Council, but the position of Assistant to the Secretary of Defense (Atomic Energy) continued. The National Defense Authorization Act for Fiscal Years 1988 and 1989, PL 100-180, 4 December 1987, formally established the position.

Gerald W. Johnson	11 August 1961–15 September 1963
William J. Howard	
Carl Walske	
Donald R. Cotter	
James P. Wade Jr.	
James P. Wade Jr. (Acting)	
Richard Wagner.	6 June 1982–1 April 1986
Robert B. Barker	
John Birely (Acting)	
Harold P. Smith Jr.	1 June 1993–10 March 1996

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

The National Defense Authorization Act for Fiscal Year 1996, PL 104-106, 10 February 1996, redesignated the Assistant to the Secretary of Defense (Atomic Energy) as Assistant to the Secretary of Defense (Nuclear, Chemical, and Biological Defense Programs), effective 22 February 1996.

1 March 1996–31 January 1998
November 2001–30 June 2006
30 June 2006–8 July 2008
8 July 2008–19 May 2009

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

Section 905 of the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009, PL 110-417, 14 October 2008, modified the status of this position to be the equivalent to that of an Assistant Secretary of Defense. Section 901 of the Ike Skelton National Defense Authorization Act for Fiscal Year 2011, PL 111-383, 4 January 2011, changed the title to Assistant Secretary of Defense.

Andrew C. Weber	19 May 2009–17 October 2014
Arthur T. Hopkins (Acting)	1 January 2015–21 November 2017
Guy B. Roberts	21 November 2017–2 April 2019
Alan R. Shaffer (Performing the Duties Of)	2 April 2019–Present

#### READINESS

The Deputy Secretary of Defense established the Assistant Secretary of Defense for Readiness in a memorandum of 23 May 2011. The Assistant Secretary is responsible for developing policies, providing advice, and making recommendations to the Under Secretary of Defense (Personnel and Readiness) and the Secretary of Defense in the areas of civilian and military personnel policy, readiness, and military

community and family policy. Additionally, the Assistant Secretary oversees subordinate activities, including the Department of Defense Education Activity and the Defense Commissary Agency.

#### Assistant Secretary of Defense (Readiness)

Lynn C. Simpson (Performing the Duties Of)	1 April 2010–1 April 2011
Frederick E. Vollrath	18 April 2013–15 June 2014
Elizabeth Van Winkle (Performing the Duties Of) 13 N	ovember 2016–29 October 2017
Veronica B. Daigle (Acting)	. 29 October 2017–27 June 2019
Veronica B. Daigle	. 27 June 2019–31 January 2020
Thomas A. Constable (Acting)	1 February 2020–Present

# SPACE POLICY

Position established by the United States Space Force Act (Subtitle D of the National Defense Authorization Act for FY 2020, PL 116-92) and implemented by the 29 October 2020 Deputy Secretary of Defense memorandum. Reporting through the Under Secretary of Defense (Policy), the Assistant Secretary of Defense (Space Policy) represents the Secretary of Defense in interagency deliberations and international discussions on space-related matters and develops, coordinates, and oversees implementation of U.S. government and Department of Defense policy on space and space warfighting.

# Assistant Secretary of Defense (Space Policy)

# STRATEGY, PLANS, AND CAPABILITIES

A 9 January 2015 Deputy Secretary of Defense memorandum established the position of Assistant Secretary of Defense (Strategy, Plans, and Capabilities) in accordance with section 906 of the National Defense Authorization Act for Fiscal Year 2010, as amended, PL 111-84, which eliminated all non-presidentially appointed, Senate-confirmed Deputy Under Secretaries of Defense. The Assistant Secretary of Defense (Strategy, Plans, and Capabilities) replaced and assumed the responsibilities of the Deputy Under Secretary of Defense (Strategy, Plans, and Forces). The Assistant Secretary of Defense (Strategy, Plans, and Capabilities) gained responsibility for advising the Secretary of Defense and the Under Secretary of Defense (Policy) on the development of national security and defense strategy, military planning, budgeting, and various force development, force management, and corporate processes. This position also 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 Conflict) and Assistant Secretary of Defense (Global Strategic Affairs).

# Assistant Secretary of Defense (Strategy, Plans, and Capabilities)

Robert Scher	January 2015–January 2017
Thomas Harvey (Acting)	. 20 January 2017–30 August 2018
James H. Anderson	30 August 2018–20 July 2019
Victorino Mercado (Performing the Duties Of)	
James H. Anderson	3 February 2020–8 June 2020

Victorino Mercado	.8 June 2020–Present
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# **SUSTAINMENT**

The National Defense Authorization Act for Fiscal Year 2000, 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.

#### Deputy Under Secretary of Defense (Logistics and Materiel Readiness)

Roger W. Kallock	15 September 2000–19 January 2001
Diane Morales	
Phillip Jackson Bell.	8 August 2005–28 April 2009
Assistant Secretary of Defense (Log	gistics and Materiel Readiness)
Alan F. Estevez	
David J. Berteau	
Kristin French (Acting)	
Assistant Secretary of Defense (Sus	tainment)
Robert H. McMahon	
Peter Potochney (Acting)	
William Jordan Gillis	

# IX. PRINCIPAL STAFF ASSISTANTS

The following positions report directly to the Secretary and Deputy Secretary of Defense, and include Office of the Secretary of Defense Directors or equivalents. The position descriptions note whether the post is presidentially appointed, Senate-confirmed (PAS), or a Secretary of Defense appointment that does not require Senate confirmation.

#### Administration

#### Assistant Secretary of Defense (Administration)

By administrative action, Secretary of Defense Robert McNamara established the position of Assistant Secretary of Defense (Administration) on 1 July 1964. By administrative action, Secretary of Defense Melvin Laird redesignated this position on 3 November 1971 as the Assistant Secretary of Defense (Intelligence). The Deputy Assistant Secretary of Defense (Administration), reporting to the ASD (Comptroller), assumed all the non-intelligence, administrative functions previously assigned to the Assistant Secretary of Defense (Administration).

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

#### Deputy Assistant Secretary of Defense (Administration)

#### Director of Administration and Management

DoD Directive 5105.53, 24 May 1988, established the office of the Director of Administration and Management to coordinate Department-wide administrative and organizational matters. This position also functioned as the Director of Washington Headquarters Services, established by DoD Directive 5110.4, 1 October 1977. The dual roles lasted until 2002 when the Director of Washington Headquarters Services became a separate position.

David O. Cooke	24 May 1988–22 June 2002
Raymond F. DuBois (Assumed Duties)	. 1 October 2002–18 June 2003
Raymond F. DuBois	18 June 2003–1 May 2005
Michael B. Donley	9 May 2005–21 June 2008
Michael L. Rhodes (Acting)	. 21 June 2008–25 March 2010
Michael L. Rhodes 2	25 March 2010–12 August 2014

#### Director of Administration

DoD Directive 5230.29, 13 August 2014, changed the position of Director of Administration and Management to Director of Administration. The Secretary of Defense appoints the Director.

Sajeel Ahmed (Acting)	
Thomas Muir (Acting)	

# CHIEF INFORMATION OFFICER

# Chief Information Officer

The Information Technology Management Reform Act of 1996 (passed as part of the NDAA for FY 1996, PL 104-106) created the position of Chief Information Officer. In 2003 the newly designated Assistant Secretary of Defense for Networks and Information Integration (see entry in part X; Former and Disestablished Positions; Command, Control, Communications, and Intelligence) assumed the duties of the Defense Department's chief information officer. An 11 January 2012 memorandum signed by the Deputy Secretary of Defense abolished the position of Assistant Secretary of Defense (Networks and Information Integration). Its authorities, responsibilities, personnel, and resources were transferred to the now-reinstituted position of Chief Information Officer, which initially did not require Senate confirmation. DoD Directive 5144.02, issued 22 April 2013, authorized the Chief Information Officer as a principal staff assistant to the Secretary of Defense, and gave the Secretary appointment authority. Section 909 of the National Defense Authorization Act for fiscal year 2018, PL 115-91, amended United States Code Title 10, section 142(a) by requiring the Chief Information Officer to be appointed by the President with the advice and consent of the Senate.

Terry Halvorsen	21 May 2014–28 February 2017
John Zangardi (Acting)	1 March 2017–9 December 2017
Essye B. Miller (Acting)	10 December 2017–6 May 2018
Dana Deasy	7 May 2018–Present

# NET ASSESSMENT

#### Director of Net Assessment

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

Andrew Marshall	
Andrew May (Acting)	6 January 2015–12 May 2015
James H. Baker	

# **OPERATIONAL TEST AND EVALUATION**

Position established by the Department of Defense Authorization Act for Fiscal Year 1984, PL 98-94, 24 September 1983, and by DoD Directive 5141.2, 2 April 1984. The Director is the principal staff assistant and adviser to the Secretary of Defense on operational and live fire test and evaluation matters. The Director is responsible for issuing test and evaluation policies and procedures, providing independent assessments and budgetary recommendations to the Secretary of Defense, and reviewing and analyzing the results of tests and evaluations conducted for each major DoD acquisition program.

# Director of Operational Test and Evaluation

John E. Krings.	18 April 1985–30 June 1989
Robert C. Duncan	
Lee Frame (Acting)	21 January 1993–30 September 1994
Philip E. Coyle III	
Thomas P. Christie	17 July 2001–31 January 2005
David W. Duma (Acting)	1 February 2005–26 July 2006
Charles E. McQueary	27 July 2006–31 May 2009
David W. Duma (Acting)	1 June 2009–22 September 2009
J. Michael Gilmore	23 September 2009–20 January 2017
David W. Duma (Acting)	20 January 2017–16 November 2017
Robert F. Behler	

# **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.	
William Frye	
Osgood Roberts (Acting)	
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)

Reorganization Plan Number 6, 30 June 1953, increased the number of Assistant Secretaries of Defense. The Assistant to the Secretary of Defense (Director, Office of Public Information) became Assistant Secretary of Defense (Legislative and Public Affairs). Position abolished as per DoD Directive 5105.13, 10 August 1957, and functions divided and transferred to the new Assistant Secretary of Defense (Public Affairs) and Assistant to the Secretary of Defense (Legislative Affairs).

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

#### Assistant Secretary of Defense (Public Affairs)

DoD Directive 5105.13, 10 August 1957, detailed the responsibilities of the position.

Murray Snyder	21 March 1957–20 January 1961
Arthur Sylvester	20 January 1961–3 February 1967

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

#### Assistant to the Secretary of Defense (Public Affairs)

By administrative action, Secretary of Defense Les Aspin changed the title of the Assistant Secretary of Defense (Public Affairs) to the Assistant to the Secretary of Defense (Public Affairs) on 22 January 1993. DoD Directive 5122.5, 2 December 1993, described the responsibilities and mission.

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

#### Assistant Secretary of Defense (Public Affairs)

The National Defense Authorization Act for Fiscal Year 1995, PL 103-337, 5 October 1994, increased the number of Assistant Secretaries from 10 to 11. The position subsequently reverted to the title Assistant Secretary of Defense (Public Affairs) on 29 March 1996 through DoD Directive 5122.5.

Kenneth H. Bacon	29 March 1996–19 January 2001
Victoria Clarke	
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)	January 2009–February 2010
Douglas B. Wilson	11 February 2010–31 March 2012
George Little (Acting).	1 April 2012–8 October 2012

#### Assistant to the Secretary of Defense (Public Affairs)

A 9 October 2012 memorandum from the Secretary of Defense retitled the position to Assistant to the Secretary of Defense (Public Affairs). Appointed by the Secretary of Defense, the officeholder serves as the Secretary's principal adviser for strategic communications, community engagement, media relations, and visual information.

George Little	
Brent Colburn	
Dana W. White	
Charles E. Summers Jr. (Acting)	1 January 2019–April 2019
Jonathan Hoffman	April 2019–Present

# SPECIAL OPERATIONS AND LOW-INTENSITY CONFLICT

The creation of the Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict) was mandated by the National Defense Authorization Act for Fiscal Year 1987, PL 99-661, 14 November 1986, and officially established by DoD Directive 5138.3 on 4 January 1988. The Assistant Secretary of Defense originally reported to the Under Secretary of Defense (Policy).

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

Charles S. Whitehouse	
Seth Cropsey (Acting)	13 July 1989–18 October 1989
James R. Locher	
H. Allen Holmes	
Brian E. Sheridan	
Thomas W. O'Connell	

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

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.

# Assistant Secretary of Defense (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. Assisted the Under Secretary of Defense (Policy) in developing policy and plans for low-intensity conflict activities and special operations, including civil affairs and psychological operations.

The National Defense Authorization Act for Fiscal Year 2017, PL 114-328, 23 December 2016, mandated that the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict report directly to the Secretary of Defense. An 18 November 2020 memorandum by the Acting Secretary of Defense implemented the law, and designated the ASD as the principal staff assistant to the Secretary and Deputy Secretary of Defense for special operations policy and administration. This memorandum also removed the ASD from the Office of the Under Secretary of Defense (Policy) and enhanced the ASD's roles and responsibilities. The Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict exercises authority, direction, and control over administrative matters relating to the organization, training, and equipping of special operations forces, and has a budgetary role and responsibility similar to those of the Secretaries of the Military Departments.

Michael G. Sheehan	. 20 December 2011–25 August 2013
Michael Lumpkin	19 November 2013–26 July 2015
Theresa Whelan	
Caryn Hollis (Performing the Duties Of)	
Mark E. Mitchell (Acting)	2 August 2017–20 December 2017
Owen O. West	20 December 2017–22 June 2019
Mark E. Mitchell (Acting)	23 June 2019–1 November 2019
Thomas Alexander (Acting)	2 November 2019–20 January 2020
Thomas Alexander (Performing the Duties Of)	21 January 2020–18 June 2020
Christopher C. Miller (Performing the Duties Of)	
Ezra Cohen-Watnick (Acting)	10 August 2020–4 December 2020
Joseph Tonon (Acting)	4 December 2020–Present

# X. FORMER AND DISESTABLISHED POSITIONS

This section includes positions that have been abolished and those that were once ranked at an Assistant Secretary or Director level, but have since had their rank reduced.

# CIVIL DEFENSE

Reorganization Plan Number 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. 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 Number 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.

# Assistant Secretary of Defense (Civil Defense)

#### COMMAND, CONTROL, COMMUNICATIONS, AND INTELLIGENCE

#### Assistant to the Secretary of Defense (Telecommunications)

By administrative action, Secretary of Defense Melvin Laird established the position of Assistant to the Secretary of Defense (Telecommunications) on 21 May 1970.

Louis A. deRosa ...... 1 August 1970–1 May 1971

#### Assistant Secretary of Defense (Telecommunications)

Position established on 11 January 1972 by DoD Directive 5135.1 after PL 92-215, 22 December 1971, authorized an increase in the number of Assistant Secretaries of Defense from eight to nine. This position replaced the Assistant to the Secretary of Defense (Telecommunications). DoD Directive 5135.1, 17 January 1974, abolished this position and transferred functions to the Director, Telecommunications and Command and Control Systems.

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

#### Assistant Secretary of Defense (Intelligence)

By administrative action on 3 November 1971, Secretary of Defense Melvin Laird redesignated the Assistant Secretary of Defense (Administration) as the Assistant Secretary of Defense (Intelligence). On 20 July 1976, the position received an additional designation of Director of Defense Intelligence. Secretary of Defense Harold Brown abolished the position on 11 March 1977.

# Director, Telecommunications and Command and Control Systems

Position created by DoD Directive 5135.1, 17 January 1974.

David L. Solomon (Acting)17 January 1974–18 February 1974Thomas C. Reed19 February 1974–2 January 1976Richard Shriver10 February 1976–20 January 1977

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

DoD Directive 5137.1, 11 March 1977, replaced both the Director, Telecommunications and Command and Control Systems and the Assistant Secretary of Defense (Intelligence)/Director of Defense Intelligence with the Assistant Secretary of Defense (Command, Control, Communications and Intelligence), or ASD(C3I). Effective 21 October 1977, the ASD(C3I) also served as the Principal Deputy Under Secretary of Defense for Research and Engineering. The position became the Deputy Under Secretary of Defense for Command, Control, Communications, and Intelligence in March 1981.

Gerald P. Dinneen ...... 4 April 1977–20 January 1981

Deputy Under Secretary of Defense (Command, Control, Communications, and Intelligence)

Officially reestablished as an Assistant Secretary of Defense by DoD Directive 5137.1, 2 April 1985.

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

The Department of Defense Authorization Act, 1984, PL 98-94, 24 September 1983, mandated the position of Assistant Secretary of Defense (Command, Control, Communications, and Intelligence), as the principal staff officer to the Secretary of Defense for the National Communications System. DoD Directive 5137.1, 12 February 1992, set responsibilities for establishing and implementing information management policies. The ASD(C3I) directed the Defense Information Systems Agency, the Defense Intelligence Agency, and the Defense Security Service.

Donald C. Latham	16 August 1984–6 July 1987
Thomas P. Quinn (Acting)	18 July 1987–23 May 1988
Gordon A. Smith	
Thomas P. Quinn (Acting)	13 May 1989–19 November 1989
Duane Andrews	
Emmett Paige Jr.	
Arthur L. Money (Sr. Civilian Official)	
Arthur L. Money	
John P. Stenbit.	

## Assistant Secretary of Defense (Networks and Information Integration)

On 8 May 2003, the title of Assistant Secretary of Defense (Command, Control, Communications, and Intelligence) changed to Assistant Secretary of Defense (Networks and Information Integration). An 11 January 2012 memorandum signed by the Deputy Secretary of Defense abolished the position of Assistant Secretary of Defense (Networks and Information Integration) and transferred its authorities, responsibilities, personnel, and resources to the Chief Information Officer.

John P. Stenbit.	8 May 2003–6 March 2004
Linton Wells II (Acting)	
John Grimes	
Cheryl Roby (Acting)	1 May 2009–26 October 2010
Teresa M. Takai	

## POLICY AND PLANS

#### Assistant Secretary of Defense (Policy and Plans)

Position established by DoD Directive 5111.6, 15 July 1993, and disestablished on 15 March 1994 when the incumbent left office.

## **RESEARCH AND ENGINEERING**

## Deputy Director of Defense 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 and reported to the Director of Defense Research and Engineering (see Research and Engineering lineage in section VI).

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

#### Assistant Secretary of Defense (Research and Technology)

DoD Directive 5129.3, 25 January 1984, established the Assistant Secretary of Defense (Research and Technology), reporting to the Under Secretary of Defense (Research and Engineering) and 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

## Director, Defense Research and Engineering

The Military Retirement Reform Act of 1986, PL 99-348, 1 July 1986, reestablished the position of Director of Defense Research and Engineering (previous establishment ran from 1958 to 1977 and appears in section VI as part of the Under Secretary of Defense for Research and Engineering lineage). In December 1987 the position was filled after the abolishment of the position of Assistant Secretary of

Defense (Research and Technology). The Director of Defense Research and Engineering reported to the Under Secretary of Defense (Acquisition, Technology, and Logistics).

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

## Assistant Secretary of Defense (Research and Engineering)

The Ike Skelton National Defense Authorization Act for Fiscal Year 2011, PL 111-383, 7 January 2011, redesignated the Director of Defense Research and Engineering as the Assistant Secretary of Defense (Research and Engineering), with responsibility for providing strategic guidance and coordination for science and technology investment across the Department.

Alan R. Shaffer (Acting)	1 December 2012–26 June 2015
Stephen P. Welby	February 2015–20 January 2017
Mary Miller (Acting)	20 January 2017–February 2018

## **SECURITY POLICY**

## Assistant Secretary of Defense (International Security Policy)

By administrative action, Secretary of Defense Caspar Weinberger created the position of Assistant Secretary of Defense (International Security Policy) in April 1981. The Assistant Secretary, reporting to the Under Secretary of Defense (Policy), assumed responsibility for disarmament, arms control, and all political-military activity involving NATO, non-NATO European countries, and the Soviet Union from the Assistant Secretary of Defense (International Security Affairs). In 1993 Secretary of Defense Les Aspin abolished this position and transferred some functions to the new Assistant Secretary of Defense (Nuclear Security and Counterproliferation). In 1994 Secretary of Defense William Perry reestablished the position of 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
Stephen J. Hadley	. 23 June 1989–20 January 1993

## Assistant Secretary of Defense (Nuclear Security and Counterproliferation)

Position established by DoD Directive 5111.5 on 6 July 1993 to replace the Assistant Secretary of Defense (International Security Policy). On 13 June 1994, the title of this position reverted to Assistant Secretary of Defense (International Security Policy), reporting to the Under Secretary of Defense (Policy).

## Assistant Secretary of Defense (International Security Policy)

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

Ashton B. "Ash" Carter	. 13 June 1994–14 September 1996
Franklin C. Miller (Acting).	. 14 September 1996–15 June 1998
Jack D. Crouch II	6 August 2001–31 October 2003
Peter C. W. Flory	. 2 August 2005–1 December 2006

## STRATEGY AND THREAT REDUCTION

By administrative action, Secretary of Defense Les Aspin established the position of Assistant Secretary of Defense (Strategy, Requirements, and Resources) on 6 July 1993. The title subsequently changed to Assistant Secretary of Defense (Strategy and Requirements) per DoD Directive 5111.8 on 22 March 1995, and then to Assistant Secretary of Defense (Strategy and Threat Reduction) per DoD Directive 5111.8 on 3 February 2000. The positions were responsible for defense strategy and ensuring that the Department's resource allocation, force structure development, weapons acquisition planning, and budgeting process supported the strategy. Position abolished in August 2001 with the reinstatement of the position of Assistant Secretary of Defense (International Security Policy).

Assistant Secretary of Defense (Strategy, Requirements, and Resources)

Assistant Secretary of Defense (Strategy and Requirements)

Assistant Secretary of Defense (Strategy and Threat Reduction)

Edward L. Warner..... February 2000–29 September 2000

## SUPPLY, LOGISTICS, AND INSTALLATIONS

## Chairman, Munitions Board

The National Security Act of 1947, PL 80-253, 26 July 1947, established this position. Reorganization Plan Number 6, 30 June 1953, abolished the Munitions Board. The Secretary of Defense transferred the Munitions Board's functions to the Assistant Secretary of Defense (Applications Engineering) and the Assistant Secretary of Defense (Supply and Logistics).

Thomas J. Hargrave	. 30 September 1947–20 September 1948
Donald J. 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

## Director of Installations

Position created by PL 82-534, which authorized military and naval construction, 14 July 1952. Reorganization Plan Number 6, 30 June 1953, abolished the position and transferred its functions to the Assistant Secretary of Defense (Properties and Installations).

Frank Creedon		
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 after Reorganization Plan Number	6, 30 June 1953, abolished the Munitions Board.	
Charles S. Thomas	5 August 1953–2 May 1954	
Thomas P. Pike	3 May 1954–27 June 1956	
E. Perkins McGuire		

## Assistant Secretary of Defense (Installations and Logistics)

DoD Directive 5126.22 established this position on 30 January 1961 by combining the Assistant Secretary of Defense (Supply and Logistics) and the Assistant Secretary of Defense (Properties and Installations). DoD Directive 5124.1, 20 April 1977, abolished this position, transferring acquisition functions to the Director of Defense Research and Engineering (see section VI, Research and Engineering) and the installations and logistics functions to the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics).

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

## Assistant Secretary of Defense (Development and Support)

Established by DoD Directive 5129.4, 25 November 1984, and abolished after the establishment of the Assistant Secretary of Defense (Acquisition and Logistics) in 1985.

## Assistant Secretary of Defense (Acquisition and Logistics)

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

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

## Assistant Secretary of Defense (Production and Logistics)

This position replaced the Assistant Secretary of Defense (Acquisition and Logistics) in April 1987. This position served as the principal staff assistant to the Under Secretary of Defense (Acquisition and Technology). It also coordinated with the Under Secretary of Defense (Policy) on agreements with foreign countries. As a result of the reorganization of the Office of the Under Secretary of Defense (Acquisition and Technology), an Assistant Secretary of Defense (Economic Security) replaced the Assistant Secretary of Defense (Production and Logistics) as per a 19 May 1993 memorandum.

Robert B. Costello	
Jack Katzen	
Colin McMillan	

#### Assistant Secretary of Defense (Economic Security)

Position established on 7 September 1993, replacing the Assistant Secretary of Defense (Production and Logistics), and reporting to the Under Secretary of Defense (Acquisition and Technology). DoD Directive 5134.7, 5 April 1996, cancelled this position.

The Joint Chiefs of Staff, in existence since 1942, gained statutory sanction in the National Security Act of 1947, PL 80-253, 26 July 1947.

The 1949 amendments to the National Security Act of 1947, PL 81-216, 10 August 1949, 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 two years with eligibility for a second two-year term.

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, the Department of Defense Appropriation Authorization Act, 1979, 20 October 1978, made the Commandant a permanent and fully participating member of the JCS.

Reorganization Plan Number 6, 30 June 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.

Public Law 90-22, the Armed Forces Appropriation Authorization, 1968, 5 June 1967, set the terms of the Chiefs of the Army, Navy, Air Force, and Marine Corps at four years, with provision for possible reappointment for four years in time of war or emergency.

The Goldwater-Nichols Department of Defense Reorganization Act of 1986, PL 99-433, 1 October 1986, prescribed the most important changes in the JCS organization since 1947.

The National Defense Authorization Act for Fiscal Year 2020, PL 116-92, 20 December 2019, created the U.S. Space Force under the direction of a Chief of Space Operations within the Department of the Air Force.

The Chief of Space Operations, a four-star General and full member of the Joint Chiefs of Staff, serves as the principal uniformed adviser to the Secretary of the Air Force on Space Force activities, presides over the Office of the Chief of Space Operations, and transmits plans and recommendations to the Secretary of the Air Force.

## Chairman 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
General Earle G. Wheeler, USA	
Admiral Thomas H. Moorer, USN	
General George S. Brown, USAF	
General David C. Jones, USAF	
General John W. Vessey Jr., USA	19 June 1982–30 September 1985
Admiral William J. Crowe Jr., USN	1 October 1985–30 September 1989
General Colin L. Powell, USA	1 October 1989–30 September 1993

Admiral David E. Jeremiah, USN (Acting)	1 October 1993–24 October 1993
General John M.D. Shalikashvili, USA	25 October 1993–30 September 1997
General Henry H. Shelton, USA	1 October 1997–30 September 2001
Richard B. Myers, USAF	1 October 2001–30 September 2005
General Peter Pace, USMC	1 October 2005–30 September 2007
Admiral Michael G. Mullen, USN	1 October 2007–30 September 2011
General Martin E. Dempsey, USA	1 October 2011–25 September 2015
General Joseph F. Dunford Jr., USMC	26 September 2015–30 September 2019
General Mark Milley, USA	

# Vice Chairman of the Joint Chiefs of Staff

General Robert T. Herres, USAF	6 February 1987–28 February 1990
Admiral David E. Jeremiah, USN	1 March 1990–28 February 1994
Admiral William A. Owens, USN	1 March 1994–29 February 1996
General Joseph W. Ralston, USAF	1 March 1996–1 March 2000
General Richard B. Myers, USAF	2 March 2000–1 October 2001
General Peter Pace, USMC	2 October 2001–12 August 2005
Admiral Edmund P. Giambastiani, USN	13 August 2005–27 July 2007
General James E. Cartwright, USMC	2 September 2007–3 August 2011
Admiral James A. Winnefeld Jr., USN	4 August 2011–31 July 2015
General Paul J. Selva, USAF	
General John E. Hyten, USAF	

## Chief of Staff of the Army

General Dwight D. Eisenhower, USA	19 November 1945–6 February 1948
General Omar N. Bradley, USA	7 February 1948–15 August 1949
General J. Lawton Collins, USA	16 August 1949–14 August 1953
General Matthew B. Ridgway, USA	
General Maxwell D. Taylor, USA	
General Lyman L. Lemnitzer, USA	1 July 1959–30 September 1960
General George H. Decker, USA	1 October 1960–30 September 1962
General Earle G. Wheeler, USA	1 October 1962–2 July 1964
General Harold K. Johnson, USA	July 1964–2 July 1968
General William C. Westmoreland, USA	

Admiral Frank B. Kelso II, USN
Admiral Jeremy M. Boorda, USN
XI. Joint Chiefs of Staff

General Bruce Palmer Jr., USA (Acting)	1 July 1972–11 October 1972
General Creighton W. Abrams, USA	. 12 October 1972–4 September 1974
General Fred C. Weyand, USA	. 3 October 1974–30 September 1976
General Bernard W. Rogers, USA.	1 October 1976–21 June 1979
General Edward C. Meyer, USA.	
General John A. Wickham Jr., USA	
General Carl E. Vuono, USA	
Gordon R. Sullivan	
General Dennis J. Reimer, USA	
General Eric K. Shinseki, USA	
General Peter J. Schoomaker, USA	1 August 2003–10 April 2007
General George W. Casey Jr., USA	11 April 2007–6 September 2011
General Raymond T. Odierno, USA	7 September 2011–14 August 2015
General Mark Milley, USA	14 August 2015–9 August 2019
General James C. McConville, USA.	

# Chief of Naval Operations

Fleet Admiral Chester W. Nimitz, USN	.15 December 1945–15 December 1947
Admiral Louis Denfeld, USN	16 December 1947–2 November 1949
Admiral Forrest P. Sherman, USN	3 November 1949–22 July 1951
Admiral William M. Fechteler, USN	16 August 1951–16 August 1953
Admiral Robert B. Carney, USN	17 August 1953–17 August 1955
Admiral Arleigh A. Burke, USN	
Admiral George W. Anderson Jr., USN	2 August 1961–1 August 1963
Admiral David L. McDonald, USN	2 August 1963–1 August 1967
Admiral Thomas H. Moorer, USN	2 August 1967–1 July 1970
Admiral Elmo R. Zumwalt Jr., USN	
Admiral James L. Holloway III, USN	
Admiral Thomas B. Hayward, USN	2 July 1978–30 June 1982
Admiral James D. Watkins, USN	1 July 1982–30 June 1986
Admiral Carlisle A.H. Trost, USN	1 July 1986–29 June 1990
Admiral Frank B. Kelso II, USN	1 July 1990–23 April 1994
Admiral Jeremy M. Boorda, USN	24 April 1994–16 May 1996

Admiral Jay L. Johnson, USN (Acting)	17 May 1996–4 August 1996
Jay L. Johnson	5 August 1996–21 July 2000
Admiral Vernon E. Clark, USN	
Admiral Michael G. Mullen, USN	23 July 2005–29 September 2007
Admiral Gary Roughead, USN	30 September 2007–23 September 2011
Admiral Jonathan W. Greenert, USN	24 September 2011–18 September 2015
Admiral John M. Richardson, USN	

## Chief of Staff of the Air Force

General Carl Spaatz, USAF	
General Hoyt S. Vandenberg, USAF	30 April 1948–29 June 1953
General Nathan F. Twining, USAF	
General Thomas D. White, USAF	1 July 1957–30 June 1961
General Curtis E. LeMay, USAF	30 June 1961–31 January 1965
General John P. McConnell, USAF	1 February 1965–31 July 1969
General John D. Ryan, USA	1 August 1969–31 July 1973
General George S. Brown, USAF	1 August 1973–30 June 1974
General David C. Jones, USAF	1 July 1974–20 June 1978
General Lew Allen Jr., USAF	1 July 1978–30 June 1982
General Charles A. Gabriel, USAF	1 July 1982–30 June 1986
General Larry D. Welch, USAF	1 July 1986–30 June 1990
General Michael J. Dugan, USAF	1 July 1990–17 September 1990
General John M. Loh, USAF (Acting)	18 September 1990–27 October 1990
General Merrill A. McPeak, USAF	27 October 1990–25 October 1994
General Ronald R. Fogleman, USAF	
General Michael E. Ryan, USAF	
General John J. Jumper, USAF	6 September 2001–2 September 2005
General T. Michael Moseley, USAF	2 September 2005–1 August 2008
General Norton A. Schwartz, USAF	12 August 2008–10 August 2012
General Mark A. Welsh III, USAF	
General David Goldfein, USAF	1 July 2016–4 August 2020
General Charles Q. Brown, USAF	

## Commandant of the Marine Corps

General Lemuel C. Shepherd Jr. was the first Commandant to sit with the Joint Chiefs of Staff (beginning in 1952) on matters of concern to the Marine Corps. General Louis H. Wilson, per PL 95-485, 20 October 1978, was the first Commandant to serve as a full member of the Joint Chiefs of Staff.

General Alexander A. Vandegrift, USMC	1 January 1944–31 December 1947
General Clifton B. Cates, USMC	1 January 1948–31 December 1951
General Lemuel C. Shepherd Jr., USMC	1 January 1952–31 December 1955
General Randolph McCall Pate, USMC	1 January 1956–31 December 1959
General David M. Shoup, USMC	1 January 1960–31 December 1963
General Wallace M. Greene Jr., USMC	1 January 1964–31 December 1967
General Leonard F. Chapman Jr., USMC	1 January 1968–31 December 1971
General Robert E. Cushman Jr., USMC	1 January 1972–30 June 1975
General Louis H. Wilson, USMC	1 July 1975–30 June 1979
General Robert H. Barrow, USMC	1 July 1979–30 June 1983
General Paul X. Kelley, USMC	1 July 1983–30 June 1987
General Alfred M. Gray Jr., USMC	1 July 1987–1 July 1991
General Carl E. Mundy Jr., USMC	1 July 1991–30 June 1995
General C.C. Krulak, USMC	1 July 1995–30 June 1999
General James L. Jones Jr., USMC	1 July 1999–13 January 2003
General Michael W. Hagee, USMC	.13 January 2003–13 November 2006
General James T. Conway, USMC	. 14 November 2006–22 October 2010
General James F. Amos, USMC	22 October 2010–17 October 2014
General Joseph F. Dunford Jr., USMC	. 17 October 2014–24 September 2015
General Robert Neller, USMC	24 September 2015–11 July 2019
General David Berger, USMC	11 July 2019–Present

## Chief of Space Operations

The Chief of Space Operations, a four-star General and full member of the Joint Chiefs of Staff, serves as the principal uniformed adviser to the Secretary of the Air Force on Space Force activities, presides over the Office of the Chief of Space Operations, and transmits plans and recommendations to the Secretary of the Air Force.

#### Chief of the National Guard Bureau

The National Defense Authorization Act for Fiscal Year 2012, PL 112-81, 31 December 2011, made the Chief of the National Guard Bureau a member of the Joint Chiefs. The National Defense Authorization

Act for Fiscal Year 2008, PL 110-181, 28 January 2008, made the National Guard Bureau a DoD joint activity.

Lt. Gen. H. Steven Blum, USA	. 11 April 2003–17 November 2008
General Craig R. McKinley, USAF	3 January 2012–6 September 2012
General Frank J. Grass, USA	. 7 September 2012–3 August 2016
General Joseph L. Lengyel, USAF	

## Director of the Joint Staff

The 1947 National Security Act, PL 80-253, 26 July 1947, established the position of Director of the Joint Staff. Although not a member of the Joint Chiefs of Staff, the Director was 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, PL 81-216, 10 August 1949, 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 Director of the Joint Staff.

Maj. Gen. Alfred M. Gruenther, USA	17 September 1947–19 September 1949
Vice Adm. Arthur C. Davis, USN	. 20 September 1949–1 November 1951
Lt. Gen. Charles P. Cabell, USAF	
Lt. Gen. Frank F. Everest, USAF	
Lt. Gen. Lemuel Mathewson, USA	
Vice Adm. Bernard L. Austin, USN	
Lt. Gen. Oliver S. Picher, USAF	
Lt. Gen. Earle G. Wheeler, USA	1 April 1960–24 February 1962
Vice Adm. Herbert D. Riley, USN	25 February 1962–23 February 1964
Lt. Gen. David A. Burchinal, USAF	
Lt. Gen. Andrew J. Goodpaster, USA	1 August 1966–31 March 1967
Lt. Gen. Berton E. Spivy Jr., USA	
Vice Adm. Nels C. Johnson, USN	1 August 1968–19 July 1970
Lt. Gen. John W. Vogt, USAF	
Rear Adm. Mason B. Freeman, USN (Acting)	
Lt. Gen. George M. Seignious II, USA	
Vice Adm. Harry D. Train II, USN	1 June 1974–30 June 1976
Lt. Gen. Ray B. Sitton, USAF	1 July 1976–30 June 1977
Vice Adm. Patrick J. Hannifin, USN	1 July 1977–20 June 1978
Maj. Gen. John A. Wickham Jr., USA (Acting)	1 July 1978–21 August 1978
Lt. Gen. John A. Wickham Jr., USA	

Vice Adm. Carl Thor Hanson, USN	
Lt. Gen. James E. Dalton, USAF	1 July 1981–30 June 1983
Lt. Gen. Jack N. Merritt, USA	1 July 1983–30 June 1985
Vice Adm. Powell F. Carter Jr., USN	1 July 1985–14 August 1987
Lt. Gen. Robert W. RisCassi, USA	15 August 1987–30 November 1988
Lt. Gen. Hansford T. Johnson, USAF	1 December 1988–20 September 1989
Maj. Gen. Gene A. Deegan, USMC (Acting)	. 21 September 1989–26 September 1989
Lt. Gen. Michael P. C. Carns, USAF	27 September 1989–16 May 1991
Lt. Gen. Henry Viccellio Jr., USAF	17 May 1991–1 December 1992
Vice Adm. Richard C. Macke, USN	1 December 1992–18 July 1994
Maj. Gen. Charles T. Robertson Jr., USAF (Acting)	19 July 1994–24 July 1994
Lt. Gen. Walter Kross, USAF	
Maj. Gen. Stephen T. Rippe, USA (Acting)	13 July 1996–13 September 1996
Vice Adm. Dennis C. Blair, USN	. 14 September 1996–12 December 1998
Vice Adm. Vernon E. Clark, USN	
Lt. Gen. Carlton W. Fulford, USMC	
LA Can Jahr D Altinia LICA	
Lt. Gen. John P. Abizaid, USA	$\dots$ 16 October 2001–23 January 2003
Vice Adm. Timothy J. Keating, USN	
	13 October 2003–15 October 2004
Vice Adm. Timothy J. Keating, USN	13 October 2003–15 October 2004 October 2004–August 2005
Vice Adm. Timothy J. Keating, USN Lt. Gen. Norton A. Schwartz, USAF	13 October 2003–15 October 2004 October 2004–August 2005 August 2005–1 May 2008
Vice Adm. Timothy J. Keating, USN Lt. Gen. Norton A. Schwartz, USAF	13 October 2003–15 October 2004 October 2004–August 2005 August 2005–1 May 2008 August 2008–10 June 2009
Vice Adm. Timothy J. Keating, USN Lt. Gen. Norton A. Schwartz, USAF	13 October 2003–15 October 2004 October 2004–August 2005 August 2005–1 May 2008 August 2008–10 June 2009 1 August 2009–30 June 2010
Vice Adm. Timothy J. Keating, USN Lt. Gen. Norton A. Schwartz, USAF	
Vice Adm. Timothy J. Keating, USN	
Vice Adm. Timothy J. Keating, USN Lt. Gen. Norton A. Schwartz, USAF Lt. Gen. Walter Sharp, USA	
Vice Adm. Timothy J. Keating, USN Lt. Gen. Norton A. Schwartz, USAF	
Vice Adm. Timothy J. Keating, USN Lt. Gen. Norton A. Schwartz, USAF Lt. Gen. Walter Sharp, USA	<ul> <li> 13 October 2003–15 October 2004</li> <li> October 2004–August 2005</li> <li> August 2005–1 May 2008</li> <li> August 2008–10 June 2009</li> <li></li></ul>
Vice Adm. Timothy J. Keating, USN Lt. Gen. Norton A. Schwartz, USAF	
Vice Adm. Timothy J. Keating, USN Lt. Gen. Norton A. Schwartz, USAF	<ul> <li> 13 October 2003–15 October 2004</li> <li> October 2004–August 2005</li> <li> August 2005–1 May 2008</li> <li> August 2008–10 June 2009</li> <li></li></ul>
Vice Adm. Timothy J. Keating, USN Lt. Gen. Norton A. Schwartz, USAF	<ul> <li> 13 October 2003–15 October 2004</li> <li> October 2004–August 2005</li> <li> August 2005–1 May 2008</li> <li> August 2008–10 June 2009</li> <li></li></ul>

# XII. COMBATANT COMMANDS

## CURRENT COMMANDS

U.S. Africa Command (Kelley Barracks, Stuttgart, Germany)
Established 1 October 2008
General Stephen J. Townsend, USA
U.S. Central Command (MacDill AFB, Tampa, FL)
Established 1 January 1983
General Kenneth F. McKenzie, USMC
U.S. European Command (Stuttgart-Vaihingen, Germany)
Established 1 August 1952
General Tod D. Wolters, USAF
U.S. Northern Command (Peterson AFB, CO)
Established 1 October 2002
General Terrence J. O'Shaughnessy, USAF
U.S. Pacific Command (Camp H. M. Smith, HI)
Established 1 January 1947
Admiral Philip Davidson, USN
U.S. Southern Command (Miami, FL)
Established 6 June 1963
Admiral Kurt Tidd, USN
U.S. Space Command (Peterson AFB, CO)
Established 29 August 2019
General James H. Dickinson, USA
U.S. Special Operations Command (MacDill AFB, Tampa, FL)
Established 16 April 1987
General Raymond Thomas, USA

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

#### U.S. Cyber Command (Fort Meade, MD)

Established 4 May 2018. Commander of USCYBERCOM also serves as Director, National Security Agency, and Chief, Central Security Service.

## DISESTABLISHED COMMANDS

- U.S. Aerospace Defense Command: Disestablished 19 December 1986
- U.S. Alaskan Command: Disestablished 30 June 1975
- U.S. Atlantic Command: Redesignated U.S. Joint Forces Command 1 October 1999
- U.S. Continental Air Defense Command: Disestablished 30 June 1975
- U.S. Far East Command: Disestablished 1 July 1957
- U.S. Joint Forces Command: Disestablished 4 August 2011

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

- U.S. Military Airlift Command: Terminated as a Specified Command 1 October 1988
- U.S. Naval Forces, Eastern Atlantic and Mediterranean: Disestablished 1 December 1963
- U.S. Northeast Command: Disestablished 1 September 1956
- U.S. Readiness Command: Disestablished 30 September 1987
- U.S. Strategic Air Command: Disestablished 1 June 1992
- U.S. Strike Command: Disestablished 31 December 1971

## **CURRENT DEFENSE AGENCIES**

## Defense Advanced Research Projects Agency

Public Law 85-325, 12 February 1958, authorized the Secretary of Defense or his designee to perform advanced research of a military nature. DoD Directive 5105.15, 7 February 1958, established the Advanced Research Projects Agency. DoD Directive 5105.41, 23 March 1972, changed the name to Defense Advanced Research Projects Agency. On 15 March 1993, the name reverted to Advanced Research Projects Agency per a memorandum from Deputy Secretary of Defense William Perry. Section 908 of PL 104-106, the National Defense Authorization Act for Fiscal Year 1996, 10 February 1996, restored the agency's name to Defense Advanced Research Projects Agency. A Deputy Secretary of Defense memorandum, 13 July 2018, placed it under the authority, direction, and control of the Under Secretary of Defense (Research and Engineering).

#### Defense Commissary Agency

Established 9 November 1990 by DoD Directive 5105.55.

#### Defense Contract Audit Agency

By administrative action, Secretary of Defense Robert McNamara created the agency on 8 January 1965, placing it under the authority of the Assistant Secretary of Defense (Comptroller). DoD Directive 5105.36, 8 June 1978, formally established responsibilities and mission. DoD Directive 5105.36, 28 February 2002, updated the agency's responsibilities, functions, authorities, and relationships under the authority, direction, and control of the Under Secretary of Defense (Comptroller)/Chief Financial Officer.

#### Defense Contract Management Agency

Originally known as the Defense Contract Management Command within the Defense Logistics Agency. Renamed and established independently on 27 March 2000. DoD Directive 5105.64, 27 September 2000, established the purpose and mission. A Deputy Secretary of Defense memorandum, 13 July 2018, placed the agency under the authority, direction, and control of the Under Secretary of Defense (Acquisition and Sustainment).

Director ...... Vice Adm. David H. Lewis, USN

#### Defense Finance and Accounting Service

Established by DoD Directive 5118.5, 26 November 1990, and placed under the direction, authority, and control of the Department of Defense Comptroller. DoD Directive 5118.05, 20 April 2012, updated the mission, responsibilities, functions, relationships, and authorities of the agency, and placed it under

the authority, direction, and control of the Under Secretary of Defense (Comptroller)/Chief Financial Officer.

## Defense Health Agency

Established 1 October 2013 by DoD Directive 5136.13. Assumed the responsibilities of the previous Tricare Management Activity, which had been in operation pursuant to DoD Directive 5136.12, May 31, 2001.

#### Defense Information Systems Agency

Established as the Defense Communications Agency on 12 May 1960 by DoD Directive 5105.19. DoD Directive 5105.19, 25 June 1991, renamed the agency the Defense Information Systems Agency. DoD Directive 5105.19, 25 July 2006, updated the mission, responsibilities, functions, relationships, and authorities of DISA under the Assistant Secretary of Defense (Networks and Information Integration)/ DoD Chief Information Officer. DoD Directive 5144.02, 21 November 2014, assigned the Chief Information Officer authority, direction, and control over the Director, Defense Information Systems Agency.

#### Defense Intelligence Agency

Established by DoD Directive 5105.21, 1 August 1961, and began operations on 1 October 1961. DoD Directive 5105.21, 18 March 2008, revised the agency's responsibilities and mission, and placed it under the authority, direction, and control of the Under Secretary of Defense (Intelligence).

Director ...... Vice Adm. Robert Ashley, USN

#### Defense Legal Services Agency

Established by DoD Directive 5145.4, 12 August 1981, under the direction authority, and control of the General Counsel, who also served as Director of the agency. DoD Directive 5145.04, 16 April 2012, revised the agency's responsibilities and mission.

Director ...... Lt. Gen. William S. Castle, USA

#### Defense Logistics Agency

By administrative action, Secretary of Defense Robert McNamara established the Defense Supply Agency. DoD Directive 5105.22, 6 November 1961, defined the agency's responsibilities and mission. By administrative action, the agency's name changed to Defense Logistics Agency, effective 1 January 1977. A Deputy Secretary of Defense memorandum, 13 July 2018, placed it under the authority, direction, and control of the Under Secretary of Defense (Acquisition and Sustainment).

#### Defense POW/MIA Accounting Agency

Established by DoD Directive 5110.10, 16 July 1993, as the Defense Prisoner of War/Missing in Action Office. The National Defense Authorization Act for Fiscal Year 1996, PL 104-106, 10 February 1996, mandated that DoD establish an office for missing persons. On 15 August 1996, the Under Secretary of

Defense (Policy) redesignated the office as the Defense POW/Missing Personnel Office. On 30 January 2015, the Defense POW/Missing Personnel office merged with the Joint POW/MIA Accounting Command to form the Defense POW/MIA Accounting Agency.

Director ..... Lt. Gen Kelly McKeague, USA

#### Defense Security Cooperation Agency

Established as the Defense Security Assistance Agency by DoD Directive 5105.38, 11 August 1971. A Deputy Secretary of Defense memorandum, 20 May 1998, directed that the agency's name change to Defense Security Cooperation Agency effective 1 October 1998. DoD Directive 5105.65, 31 October 2000, described the agency's responsibilities and mission. The Director is under the authority, direction, and control of the Under Secretary of Defense (Policy).

#### Defense Security Service

Established as the Defense Investigative Service by DoD Directive 5105.42, 18 April 1972, and operational as of 1 October 1972. In November 1997 the Secretary of Defense issued a Defense Reform Initiative, which changed the name to Defense Security Service. DoD Directive 5105.42, 13 May 1999, assigned responsibilities and mission and placed it under the authority of the Assistant Secretary of Defense (C3I). DoD Directive 5105.42, 3 August 2010, assigned authority, direction and control to the Under Secretary of Defense (Intelligence).

Director ..... Lt. Gen. Daniel E. Payne

#### Defense Threat Reduction Agency

The November 1997 Defense Reform Initiative mandated merging several Defense organizations and programs into one entity. The Secretary of Defense consolidated the Defense Technology Security Administration, the Defense Special Weapons Agency, the On-Site Inspection Agency, and elements in the Office of the Assistant to the Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs to form the Defense Threat Reduction Agency, effective 1 October 1998. The new agency's director reported to the Under Secretary of Defense (Acquisition and Technology) until a Deputy Secretary of Defense memorandum, 13 July 2018, placed it under the authority, direction, and control of the Under Secretary of Defense (Acquisition and Sustainment).

Director ...... Vayl S. Oxford

#### Missile Defense Agency

Chartered as the Strategic Defense Initiative Organization on 24 April 1984 but designated as a Defense agency by DoD Directive 5141.5, 21 February 1986. On 13 May 1993 Secretary of Defense Les Aspin changed the organization's name to the Ballistic Missile Defense Organization. DoD Directive 5134.9, 14 June 1994, defined the responsibilities and mission. Secretary of Defense Donald Rumsfeld renamed the organization the Missile Defense Agency in January 2002. Section 205 of the National Defense Authorization Act for Fiscal Year 2018, PL 115-91, 12 December 2017, and a Deputy Secretary of Defense memorandum, 13 July 2018, placed it under the authority, direction, and control of the Under Secretary of Defense (Research and Engineering).

## National Geospatial-Intelligence Agency

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

Director ......Lt. Gen. Robert Cardillo, USAF

#### National Reconnaissance Office

Established on 6 September 1961 as a covert organization by DoD and the Central Intelligence Agency to manage the National Reconnaissance Program. Declassified DoD Directive TS 5105.23, 27 September 1964, defined the organization's responsibilities and mission. The Defense Department acknowledged the agency's existence on 18 September 1992. DoD Directive 5105.23, 28 June 2011, mandated that the office's Director report to the Under Secretary of Defense (Intelligence).

#### National Security Agency

Established on 5 December 1952. DoD Directive 5100.20, 23 December 1971, consolidated the service cryptologic agencies as the Central Security Service within the National Security Agency. The National Security Agency director also served as the Chief of the Central Security Service. DoD Directive 5100.20, 26 January 2010, stated that the Under Secretary of Defense (Intelligence) would exercise authority, direction, and control over the Director, National Security Agency/Chief, Central Security Service. With the establishment of the U.S. Cyber Command as a subordinate unified command in June 2009 and its elevation to a combatant command in May 2018, the National Security Agency director now serves as the Chief of the Central Security Service and U.S. Cyber Command commander.

#### Pentagon Force Protection Agency

Established on 3 May 2002 to succeed the Defense Protective Service. DoD Directive 5105.68, 5 December 2013, updated on 22 May 2019, placed the agency under the authority, direction, and control of the Chief Management Officer of the Department of Defense.

## DISESTABLISHED DEFENSE AGENCIES

## Ballistic Missile Defense Organization

Succeeded by the Missile Defense Agency, January 2002.

## Central Imagery Office

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

## Defense Audiovisual Agency

Disestablished 30 September 1985.

## Defense Audit Service

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

## Defense Business Transformation Agency

Disestablished in 2011 with duties assigned to different organizations.

## Defense Civil Preparedness Agency

Transferred to Federal Emergency Management Agency by Reorganization Plan Number 3 of 1978.

## Defense Communications Agency

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

## Defense Investigative Service

Duties assumed by the Defense Security Service, May 1999.

## Defense Mapping Agency

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

## Defense Nuclear Agency

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

## Defense Security Assistance Agency

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

## Defense Special Weapons Agency

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

# XIV. DEPARTMENT OF DEFENSE FIELD ACTIVITIES

## Defense Media Activity

Established on 1 January 2008 by DoD Directive 5105.74 to consolidate several military departments' media organizations, including the Soldiers Media Center, Naval Media Center, Marine Corps News, Air Force News Service, and American Forces Information Service into a single field activity. It also includes the Stars and Stripes newspaper and the Defense Information School. The Assistant to the Secretary of Defense (Public Affairs) exercises authority, direction, and control over the agency.

## Defense Technical Information Center

Originally established in 1945 as the Air Documents Research Center to collect German technical documents on aeronautical subjects, the center evolved into the Defense Technical Information Center in 1979. It became a Department of Defense Field Activity in 2004 under the authority, direction, and control of the Under Secretary of Defense (Acquisition, Technology, and Logistics), reporting to the Director of Defense Research and Engineering. A Deputy Secretary of Defense memorandum, 13 July 2018, placed the agency under the authority, direction, and control of the Under Secretary of Defense (Research and Engineering), reporting through the Director of Defense Research and Engineering (Research and Technology).

Administrator ...... Christopher E. Thomas

#### Defense Technology Security Administration

Established by the Deputy Secretary of Defense on 10 May 1985 as a field activity. In 1998 the Defense Threat Reduction Agency absorbed its functions. On 31 August 2001, the Deputy Secretary of Defense signed a memorandum reestablishing the agency under the authority, direction, and control of the Under Secretary of Defense (Policy).

#### Department of Defense Education Activity

Established by DoD Directive 1342.20, 19 October 2007, under the authority, direction, and control of the Under Secretary of Defense (Personnel and Readiness).

#### Department of Defense Human Resources Activity

Established by DoD Directive 5100.87, 29 June 1998, merging the Department of Defense Civilian Personnel Management Service and the Defense Manpower Data Center. Operates under the authority, direction, and control of the Under Secretary of Defense (Personnel and Readiness).

## Department of Defense Test Resource Management Center

Established by DoD Directive 5105.71, 8 March 2004, under the authority, direction, and control of the Under Secretary of Defense (Acquisition, Technology, and Logistics). A Deputy Secretary of Defense memorandum, 13 July 2018, placed it under the authority, direction, and control of the Under Secretary of Defense (Research and Engineering).

Director ...... G. Derrick Hinton (Acting)

## Office of Economic Adjustment

Established by DoD Directive 3030.1, 29 November 1978. The Director of the Office of Economic Adjustment also serves as the executive director of the Economic Adjustment Committee. DoD Directive 3030.01, 5 March 2006, placed the office under the authority, direction, and control of the Under Secretary of Defense (Acquisition, Technology, and Logistics), reporting through the Assistant Secretary of Defense (Energy, Installations, and Environment). A memorandum from the Deputy Secretary of Defense, 13 July 2018, revised the office's reporting structure, placing it under the authority, direction, and control of the Under Secretary of Defense (Acquisition and Sustainment), and under the purview of the Assistant Secretary of Defense (Sustainment).

## Washington Headquarters Services (WHS)

Established by DoD Directive 5110.4, 1 October 1977. The Director of the Washington Headquarters Services oversees a broad range of administrative, management, and common support services, including human resources, facilities and facility operations, financial management, acquisition and contracting, and executive services for the Secretary of Defense. 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, updated the mission, responsibilities, functions, relationships, and authorities of the organization. A Secretary of Defense memorandum, 1 February 2018, disestablishing the Deputy Chief Management Officer and establishing the Chief Management Officer placed the Washington Headquarters Services under the authority, direction, and control of the Chief Management Officer.

