

Department of Defense Key Officials

1947-2004



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Introductory Note

This compilation, prepared by the Historical Office, Office of the Secretary of Defense, presents information about the organization of the Department of Defense and its key officials since its establishment in 1947. Officials are listed in accordance with their status within the department, for the most part; the assistant secretaries and equivalent-level officials are listed according to organizational function.

The table of contents and text include the names of some offices that have been superseded by new names or organizations. The text indicates all instances where this has occurred.

In most entries the effective date of incumbency is the initial swearing-in date. Officials assume office after being sworn in, usually followed by a ceremonial swearing in, days or weeks later. Dates of Department of Defense directives confirming establishment of positions and prescribing functions usually follow appointments by months and sometimes years. Offices are often without a permanent appointee for periods ranging from days to years. During many of these periods there are acting officials in charge. In other instances there is no indication of an acting official and a time gap is evident. For the most part, acting officials have been de facto rather than formally designated.

The rank of statutory officials within the Office of the Secretary of Defense is established at the Executive Level as follows: Level I--Secretary of Defense; Level II--Deputy Secretary of Defense and Under Secretary of Defense (Acquisition, Technology, and Logistics); Level III--Under Secretary of Defense (Policy), Under Secretary of Defense (Comptroller/Chief Financial Officer), Under Secretary of Defense (Personnel and Readiness), Under Secretary of Defense (Intelligence), Principal Deputy Under Secretary of Defense (Acquisition and Technology), Principal Deputy Under Secretary of Defense (Logistics and Materiel Readiness); Level IV--Principal Deputy Under Secretary of Defense (Policy), Principal Deputy Under Secretary of Defense (Personnel and Readiness), Director of Defense Research and Engineering, Assistant Secretary of Defense (Legislative Affairs), Assistant Secretary of Defense (International Security Affairs), Assistant Secretary of Defense (Special Operations and Low-Intensity Conflict), Assistant Secretary of Defense (Health Affairs), Assistant Secretary of Defense (Reserve Affairs), Assistant Secretary of Defense (Homeland Defense), Assistant Secretary of Defense (International Security Policy), Assistant Secretary of Defense (Public Affairs), Assistant Secretary of Defense (Networks and Information Integration), General Counsel, Director of Operational Test and Evaluation, and the Inspector General; Level V--Assistant to the Secretary of Defense (Nuclear and Chemical and Biological Defense Programs).

This edition corrects errors that appeared in the 2000 edition and brings the information up to date. Please call to the attention of the OSD Historical Office (703-588-7890) any errors that appear in this publication.

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Current Department of Defense Statutory Officials

Secretary	Donald H. Rumsfeld
Deputy Secretary	Paul D. Wolfowitz
Under Secretary (Acquisition, Technology, and Logistics)	Michael W. Wynne (Acting)
Deputy Under Secretary (Acquisition and Technology)	Michael W. Wynne
Deputy Under Secretary (Logistics and Materiel Readiness)	(Vacant)
Director, Defense Research and Engineering	Ronald M. Sega
Assistant to the Secretary of Defense (Nuclear and Chemical and Biological Defense Programs)	
Under Secretary (Policy)	Dale E. Klein
Principal Deputy Under Secretary (Policy)	Douglas J. Feith
Assistant Secretary (International Security Affairs)	Christopher R. Henry
Assistant Secretary (International Security Policy)	Peter W. Rodman
Assistant Secretary (Special Operations and Low-Intensity Conflict)	(Vacant)
Assistant Secretary (Homeland Defense)	Thomas W. O'Connell
Under Secretary (Comptroller, Chief Financial Officer)	Paul McHale
Under Secretary (Personnel and Readiness)	Tina Jonas
Principal Deputy Under Secretary (Personnel and Readiness)	David S. C. Chu
Assistant Secretary (Reserve Affairs)	Charles S. Abell
Assistant Secretary (Health Affairs)	Thomas F. Hall
Under Secretary (Intelligence)	William Winkenwerder, Jr.
Assistant Secretary (Legislative Affairs)	Stephen A. Cambone
Assistant Secretary (Public Affairs)	Powell A. Moore
Assistant Secretary (Networks and Information Integration)	Lawrence Di Rita (Acting)
General Counsel	Linton Wells II (Acting)
Inspector General	William J. Haynes II
Director, Operational Test and Evaluation	Joseph E. Schmitz
	Thomas P. Christie

Department of the Army

Secretary of the Army	R. Les Brownlee (Acting)
Under Secretary of the Army	R. Les Brownlee
Assistant Secretary of the Army (Acquisition, Logistics and Technology)	Claude M. Bolton, Jr.
Assistant Secretary of the Army (Civil Works)	John P. Woodley, Jr.
Assistant Secretary of the Army (Manpower and Reserve Affairs)	Reginald J. Brown
Assistant Secretary of the Army (Financial Management and Comptroller)	
Assistant Secretary of the Army (Installations and Environment)	Valerie L. Baldwin
	Geoffrey G. Prosch (Acting)
General Counsel	Steven J. Morello

Department of the Navy

Secretary of the Navy	Gordon R. England
Under Secretary of the Navy	Dionel M. Aviles
Assistant Secretary of the Navy (Manpower and Reserve Affairs)	William A. Navas, Jr.
Assistant Secretary of the Navy (Installations and Environment)	Hansford T. Johnson
Assistant Secretary of the Navy (Financial Management and Comptroller)	(Vacant)
Assistant Secretary of the Navy (Research, Development and Acquisition)	
General Counsel	John J. Young, Jr.
	Alberto J. Mora

Department of the Air Force

Secretary of the Air Force
Under Secretary of the Air Force
Assistant Secretary of the Air Force (Acquisition)
Assistant Secretary of the Air Force (Installations,
Environment and Logistics)
Assistant Secretary of the Air Force (Manpower
and Reserve Affairs)
Assistant Secretary of the Air Force (Financial Management)
General Counsel

James G. Roche
Peter B. Teets
Marvin R. Sambur

Nelson F. Gibbs

Michael L. Dominguez
Michael Montelongo
Mary L. Walker

I. The Department of Defense

On 17 September 1947, James V. Forrestal took the oath of office as the first secretary of defense at the head of the newly created National Military Establishment. The NME became the Department of Defense two years later with the passage of the 1949 Amendments to the National Security Act.

The 1947 organization grew out of a three-year debate on the establishment of a single department for national defense. The effort to find an organization acceptable to the armed services concluded with the enactment of the National Security Act of 1947, approved by the president on 26 July 1947. This legislation established a secretary of defense, who was to be primarily a coordinator, developing general policies for three executive departments--the Army, the Navy, and the new Air Force. To assist the secretary of defense in carrying out his responsibilities, the legislation authorized three special assistants and sanctioned three existing agencies--the Joint Chiefs of Staff, the Munitions Board, and the Research and Development Board.

Secretary Forrestal found the powers assigned to his office insufficient for the task confronting him and early in 1949 recommended substantial changes, many of them incorporated in the 1949 amendments to the National Security Act approved on 10 August 1949. By this time Secretary Forrestal had been succeeded by Louis Johnson.

The 1949 amendments stressed that the secretary of defense was to be the principal assistant to the president in all matters relating to the Department of Defense. The Army, Navy, and Air Force lost their status as executive departments and became military departments within the single executive Department of Defense. The 1949 amendments also authorized additional staff assistants for the secretary of defense--a deputy secretary, three assistant secretaries in lieu of the three special assistants, and a chairman of the Joint Chiefs of Staff. The size of the Joint Staff expanded from 100 to 210 officers. The act included a new Title IV providing for uniform budgetary and fiscal procedures throughout the defense establishment.

In September 1950, President Truman named General of the Army George C. Marshall, formerly Army chief of staff and secretary of state, to head the Department of Defense. This required special legislation by the Congress because the National Security Act had stipulated that no officer who within 10 years had been on active duty in the armed forces could be eligible for appointment. PL 81-788 authorized General Marshall's appointment on 21 September 1950. At the end of one year, which was all General Marshall had agreed to serve, Deputy Secretary of Defense Robert A. Lovett, who had been assistant secretary of war for air during World War II and under secretary to General Marshall at the Department of State, succeeded him.

After entering office, President Eisenhower's administration reviewed the organization of the armed forces in the spring of 1953. On 30 April 1953, the president transmitted to Congress Reorganization Plan No. 6, based on the recommendations of Secretary of Defense Charles E. Wilson and the Rockefeller Committee. This plan, effective on 30 June 1953, gave greater management flexibility to the secretary of defense. The president's message accompanying the plan made it clear that no function in the department was to be carried out independent of the authority of the secretary of defense and that the secretaries of the military departments were to be--in addition to heads of their departments--the principal agents of the secretary of defense for the management and direction of the defense establishment. The Reorganization Plan abolished several statutory boards and positions in the Office of the Secretary of Defense, and transferred their functions to the secretary of defense. In addition it authorized six additional assistant secretaries, to a total of nine such positions, and a general counsel, and gave the chairman of the Joint Chiefs of Staff greater authority in managing the Joint Staff.

After a review of the existing organization by Secretary Neil H. McElroy, President Eisenhower recommended further organizational changes in the Department of Defense in a special message to Congress on 3 April 1958. The Department of Defense Reorganization Act of 1958, approved on 6 August 1958, embodied most of these recommendations. The new legislation increased still further the responsibilities of the secretary of defense, particularly in the operational direction of the armed forces and in research and development.

The 1958 act established a new chain of command running directly from the president and the secretary of defense to the unified and specified commanders, who were given "full operational command" over the forces assigned to them. However, by secretarial delegation, the Joint Chiefs of Staff gained authority to exercise operational direction over the unified and specified commands. This change abolished the former system under which orders went to the military departments acting as executive agencies before reaching the unified and specified commands. The law authorized reorganization of the Joint Staff and its expansion from 210 to 400 officers.

In recognition of the increasing importance of research and development activities, the 1958 act established the position of director of defense research and engineering. The new director was to be not only the principal adviser to the secretary of defense in all scientific and technological matters but also the supervisor of all research and engineering activities in the Department of Defense and director and controller of those activities that in the opinion of the secretary of defense required centralized direction. The law also reduced the number of assistant secretaries from nine to seven in the Office of the Secretary of Defense and from four to three in each of the military departments.

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

Starting in 1961, Secretary of Defense Robert S. McNamara used the powers granted by the 1958 Reorganization Act to achieve increased unification. He combined the functions of the assistant secretary (supply and logistics) and assistant secretary (properties and installations) under a new assistant secretary (installations and logistics) and transferred the functions of the assistant secretary (health and medical) to the assistant secretary (manpower). He assigned the vacated assistant secretary positions to the assistant secretary (civil defense) and to the deputy director of defense research and engineering. When the Office of Civil Defense moved in 1964 to the Office of the Secretary of the Army, the assistant secretary position went to the new assistant secretary (administration). In 1965, the Systems Analysis Office received assistant secretary rank with the transfer to it of the assistant secretary position held by the deputy director, research and engineering.

Simultaneously, the organization of the military departments changed functionally to parallel the Office of the Secretary of Defense. In 1967 Congress authorized an additional assistant secretary position for manpower and reserve affairs for each of the military departments.

In 1961, Secretary McNamara established the U.S. Strike Command to bring under joint command the combat-ready forces of the U.S. Strategic Army Corps and the Air Force's Tactical Air Command. Also in that year he created the Defense Intelligence Agency to assume responsibility for various intelligence functions previously assigned to the military departments. A National Military Command Center became operational in 1962.

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

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

Establishment of the Office of the Assistant Secretary of Defense (Health and Environment) followed congressional authorization in November 1969 for an eighth assistant secretary of defense to manage health affairs. A ninth assistant secretary, authorized in December 1971, managed the field of telecommunications. Elimination of the Office of the Assistant Secretary of Defense

(Administration) in November 1971 made available an ASD title for the new assistant secretary of defense (intelligence). With Secretary Laird's strong support, Congress authorized a second deputy secretary of defense in October 1972, but no one held the position until late 1975.

Although the functional responsibilities of some assistant secretaries of defense changed, the number of such positions--nine--remained constant from 1971 until 1977. In April 1973, Secretary Elliot L. Richardson established the position of assistant secretary of defense (legislative affairs) concurrently with the redesignation of the assistant secretary of defense (systems analysis) as the director of defense program analysis and evaluation. The assistant secretary (program analysis and evaluation) replaced the latter position in February 1974 after redesignation of the position of assistant secretary of defense (telecommunications) to director, telecommunications and command and control systems.

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

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

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

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

Additional organizational changes made during 1976 pertained principally to intelligence. Responsibility for these functions went to a second deputy secretary of defense. Subsequently, the assistant secretary of defense (intelligence) gained the additional designation of director of defense intelligence, charged with line as well as staff authority for intelligence activities. The position of inspector general for intelligence was also created to provide for independent oversight of the legality and propriety of all defense foreign intelligence and foreign counterintelligence activities.

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

Secretary of Defense Harold Brown in 1977 and 1978 reduced the number of persons reporting directly to him. PL 95-140, 21 October 1977, abolished the positions of the second deputy secretary of defense and the director of defense research and engineering and established two new positions, under secretary of defense for policy and under secretary of defense for research and engineering. Earlier in the year transfers of functional responsibilities reduced the number of assistant secretaries to seven and eliminated the position of director for communications, command and control. Most of the defense agencies that had typically reported to the secretary of defense came under the direction of one of the under secretaries or assistant secretaries at this time, and the process continued later.

In June 1979 Secretary Brown established the Defense Audiovisual Agency (DAVA) to provide centrally managed acquisition, distribution, and depository support and services for selected audiovisual products to all Department of Defense components. In July of the same year dissolution of the Defense Civil Preparedness Agency led to assignment of civil defense responsibilities to the director of the Federal Emergency Management Agency.

A number of organizational changes took place in 1981. In January the assistant secretary of defense (program analysis and evaluation) became the director of program analysis and evaluation. In March 1981 the assistant secretary (communications, command, control and intelligence) became the deputy under secretary of defense for communications, command, control and intelligence. In April, following a reorganization of the Office of the Under Secretary of Defense for Policy, the position of assistant secretary of defense (international security policy) was established. Also in April the Office of the Assistant to the Secretary of Defense (Review and Oversight) was created to coordinate the efforts of the department's auditors, inspectors, and investigators. In May the assistant to the secretary of defense for legislative affairs became the assistant secretary of defense (legislative affairs). In August the Defense Legal Services Agency (DLSA) was established to provide legal advice, services, and support for specified organizations and functions within the Department of Defense.

In September 1982 the Defense Department's new inspector general (IG), a position created by the FY 1983 Defense Authorization Act, 8 September 1982, assumed the role of the assistant to the secretary of defense (review and oversight). At the same time the Defense Audit Service (DAS) was dissolved and the IG took on its duties. The inspector general for intelligence became the assistant to the secretary of defense (intelligence oversight) in December 1982.

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

The FY 1984 Defense Authorization Act, 24 September 1983, contained provision for four new assistant secretary positions, leading to establishment of an assistant secretary of defense (development and support); an assistant secretary of defense (research and technology); an assistant secretary of defense (command, control, communications and intelligence); and an assistant secretary of defense (reserve affairs). This law further mandated establishment of an Office of Operational Test and Evaluation.

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

A newly established assistant secretary of defense (acquisition and logistics) in July 1985 assumed the acquisition management functions of the under secretary of defense (research and engineering) and the installations and logistics functions of the assistant secretary of defense (manpower, installations and logistics). In 1987 the assistant secretary of defense (production and logistics) replaced this position. Also in July 1985 the assistant secretary of defense (manpower, installations and logistics) was redesignated as assistant secretary of defense (force management and personnel), with manpower duties only.

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

In accordance with the Military Retirement Reform Act (PL 99-348, 1 July 1986), an under secretary of defense for acquisition took office in September 1986, but the official DoD directive establishing the position did not appear until February 1987. This act also redesignated the former under secretary of defense (research and engineering) as director of defense research and engineering, to report to the under secretary (acquisition). The position was not filled until 1987, and the official DoD directive did not appear until January 1989.

Changes in 1988 included the establishment of the assistant secretary of defense (special operations and low-intensity conflict) and the redesignation of the deputy assistant secretary (administration) as the director of administration and management. The latter also continued as director, Washington Headquarters Services. The director of program analysis and evaluation position was redesignated assistant secretary of defense (program analysis and evaluation). The functions of the assistant secretary of defense (research and technology) were transferred to the director, research and engineering.

In 1993 Secretary Les Aspin instituted a broad restructuring of the assistant secretary group. He eliminated four assistant secretary positions, for international security affairs, international security policy, force management and personnel, and production and logistics. He converted two other assistant secretary positions to lower levels--the public affairs position became an assistant to the secretary of defense, and the program analysis and evaluation slot became a directorship. Aspin created six assistant secretary positions to replace those he had eliminated or converted to lower levels: regional security affairs; strategy, requirements, and resources; nuclear security and counterproliferation; policy and plans; economic security; and democracy and peacekeeping. Of these, democracy and peacekeeping never became operative, because the nominee for the office did not receive Senate confirmation. Five assistant secretaries reported to the under secretary of defense (policy) when these changes became effective--regional security affairs, strategy, requirements and resources, nuclear security and counterproliferation, policy and plans, and special operations and low-intensity conflict (SOLIC), the last one in existence since 1986.

In 1993, Congress established the new position of under secretary of defense for personnel and readiness, and in 1994 it elevated the comptroller's position to the under secretary level. Also in late 1994 Congress authorized another assistant secretary position, which went to public affairs in 1996. When William J. Perry became secretary of defense early in 1994, he dropped three of Aspin's assistant secretary slots--regional security affairs, nuclear security and counterproliferation, and policy and plans--and replaced them with assistant secretaries for international security affairs, international security policy, and force management policy.

Between 1996 and 2002 Congress changed or established several executive-level positions in DoD. In 1996 it redesignated the position of assistant to the secretary of defense for atomic energy as assistant to the secretary of defense for nuclear and chemical and biological defense programs. In 1999 it established the position of deputy under secretary of defense for logistics and materiel readiness, in 2001 authorized the new position of deputy under secretary of defense for personnel and readiness, and in 2002 created the positions of under secretary of defense for intelligence and assistant secretary of defense for homeland defense.

Between 1988 and 2000 the lineup of defense agencies changed, in some cases changes in name and in other cases the creation of new organizations: On-Site Inspection Agency (1988); Defense Commissary Agency (1990); Defense Finance and Accounting Service (1990); Defense Information Systems Agency (1991), replacing the Defense Communications Agency; Ballistic Missile Defense Organization (1993), replacing the Strategic Missile Defense Organization; Defense Special Weapons Agency (1996), succeeding the Defense Nuclear Agency; National Imagery and Mapping Agency (1996), replacing the Defense Mapping Agency and other DoD elements; Defense Security Service (1997), succeeding the Defense Investigative Service; Defense Security Cooperation Agency (1998), replacing the Defense Security Assistance Agency; Defense Threat Reduction Agency (1998), replacing the Defense Technology Security Administration, the Defense Special Weapons Agency, and the On-Site Inspection Agency; Defense Contract Management Agency (2000); and the Missile Defense Agency (2002), replacing the Ballistic Missile Defense Organization.

In August 2004, in addition to the secretary and deputy secretary, statutory positions included 5 under secretaries of defense, 9 assistant secretaries of defense, the director of defense research and engineering, the general counsel, the inspector general, the director of operational test and evaluation, the deputy under secretary of defense (acquisition and technology), the deputy under secretary of defense (logistics and materiel readiness), the deputy under secretary of defense (policy), the deputy under secretary of defense (personnel and readiness), and the assistant to the secretary of defense (nuclear and chemical and biological defense programs)--a

total of 25 executive-level statutory positions. Four of the assistant secretaries are designated by title in statutes--reserve affairs, special operations and low-intensity conflict, legislative affairs, and homeland defense--and may not be changed without congressional approval.

In August 2004 executive-level positions in the Military Departments included 3 secretaries, 3 under secretaries, 13 assistant secretaries, and 3 general counsels--a total of 22 executive-level statutory positions. Seven of the assistant secretaries are designated by title in statute--manpower and reserve affairs (3); financial management (3); and civil works (1-Army)--and may not be changed without congressional approval.

In August 2004 there were 9 Combatant Commands, 16 Defense Agencies, and 10 Department of Defense Field Activities.

Brief details of the changes in titles and functions of the various areas of responsibilities in the Department of Defense are included in the following lists of offices.

II. Secretaries of Defense

The National Security Act of 1947, PL 80-253, 26 July 1947, which provided for a National Military Establishment, established the position of secretary of defense. Implementation of the act began on 17 September 1947 with the swearing in of the first secretary of defense.

The amendments of 1949, PL 81-216, 10 August 1949, established the Department of Defense (the NME of 1947) as an *executive* department, headed by a secretary of defense, with three *military* departments whose secretaries would separately administer their departments under the "direction, authority, and control" of the secretary of defense. The amendments specifically gave the secretary of defense the authority to perform any function vested in him, or with the assistance of any officials or organizations of the department. The amendments set up two new positions--a deputy secretary and a comptroller with the rank of assistant secretary. Three assistant secretaries, one of whom was the comptroller, were to perform duties as prescribed by the secretary, replacing the three special assistants created by the 1947 act.

The 1949 amendments also established an Armed Forces Policy Council (AFPC) to advise the secretary on broad policies regarding the armed forces. The secretary of defense served as chairman, with the power of decision. Members of the AFPC were the secretary; the deputy secretary; the secretaries of the Army, Navy, and Air Force; the chairman of the Joint Chiefs of Staff; and the uniformed heads of the three military services. The AFPC took the place of the War Council created by the National Security Act of 1947.

The Committee on Department of Defense Organization, usually referred to by the name of its chairman, Nelson A. Rockefeller, issued a report to the secretary of defense on 11 April 1953. It included a legal opinion regarding the power and authority of the secretary, holding that the National Security Act, as amended, granted the secretary of defense "supreme power and authority to run the affairs of the Department and all its organizations and agencies." The legal opinion further emphasized the secretary's authority: "The Secretaries of the military departments, the Joint Chiefs of Staff, all officers and agencies and all other personnel of the Department are 'under' the Secretary of Defense. Congress has delegated to the Secretary of Defense not only all the authority and power normally given the head of an executive department, but Congress has, in addition, expressly given the Secretary of Defense even greater power when it made the Secretary of Defense 'the principal Assistant to the President in all matters relating to the Department of Defense.'"

Reorganization Plan No. 6, 30 June 1953, transferred the functions of the Munitions Board, the Research and Development Board, the Defense Supply Management Agency, and the director of installations to the secretary. The Reorganization Plan added six new assistant secretaries and a general counsel.

PL 85-599, the Defense Reorganization Act of 1958, 6 August 1958, gave the secretary the authority to provide for "more effective, efficient, and economical administration and operation and to eliminate duplication."

Executive Order 10952, 20 July 1961, assigned civil defense functions to the secretary, but subsequently they were transferred elsewhere.

Unified and specified commands are responsible to the president and the secretary of defense for accomplishing assigned military missions within the operational chain of command from the president to the secretary of defense to the commands.

The secretary of defense is the principal defense policy adviser to the president and is responsible for the formulation of general defense policy and policy related to all matters of direct and primary concern to the Department of Defense, and for the execution of approved policy. The Office of the Secretary of Defense (OSD) is the principal staff element of the secretary in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities.

JAMES V. FORRESTAL. Born 15 February 1892. Except for serving briefly during World War I in the U.S. Navy, was with Dillon, Read and Company from 1916 until 1940. Under secretary of the Navy, 1940-1944, and secretary of the Navy, 1944-1947. On 17 September 1947 took the oath of office as the first secretary of defense, a position he kept until 28 March 1949. Died less than two months after leaving office, on 22 May 1949.

LOUIS A. JOHNSON. Born 10 January 1891. Active service with the U.S. Army in France during World War I. Subsequently was a partner in the law firm of Steptoe and Johnson. Helped to found the American Legion and was its national commander in 1932-1933. Served as assistant secretary of war from June 1937 until July 1940. On 28 March 1949 sworn in as secretary of defense and served until 19 September 1950. Returned to law practice. Died on 24 April 1966.

GEORGE C. MARSHALL. Born 31 December 1880. Commissioned in the U.S. Army in 1902 and rose to chief of staff in September 1939, serving throughout World War II until November 1945. Secretary of state from 1947 to 1949. President of the American Red Cross, 1949-1950. Sworn in as secretary of defense on 21 September 1950. His appointment required a special congressional waiver because the National Security Act prohibited a military officer from serving as secretary if he had been on active duty within the previous 10 years. Served until 12 September 1951. Died on 16 October 1959.

ROBERT A. LOVETT. Born 14 September 1895. A Navy pilot in World War I with service overseas. Joined Brown Brothers Harriman and Co., eventually becoming a partner. Served as a special assistant to the secretary of war beginning in December 1940 and then as assistant secretary of war for air from April 1941 to December 1945. Under secretary of state from July 1947 to January 1949, and deputy secretary of defense, 4 October 1950 to 16 September 1951. Succeeded Marshall as secretary of defense on 17 September 1951, served until 20 January 1953. Returned to Brown Brothers Harriman and Co. Died on 7 May 1986.

CHARLES E. WILSON. Born 18 July 1890. An electrical engineer, joined General Motors Corporation in 1919 and became president in 1941. Sworn in as secretary of defense on 28 January 1953 and served until 8 October 1957. Died on 26 September 1961.

NEIL H. McELROY. Born 30 October 1904. Employed by Procter and Gamble from 1925, served as president from 1948 to 1957. Sworn in as secretary of defense on 9 October 1957 and resigned on 1 December 1959. Became chairman of the board at Procter and Gamble. Died on 30 November 1972.

THOMAS S. GATES, JR. Born 10 April 1906. U.S. Navy during World War II, participating in campaigns in Europe and the Pacific. Associated with Drexel and Co., 1925-1953. Appointed under secretary of the Navy in October 1953, secretary of the Navy on 1 April 1957, and deputy secretary of defense 8 June 1959. Sworn in as secretary of defense on 2 December 1959 and served until 20 January 1961. Joined Morgan and Company, becoming president in 1962. Died on 25 March 1983.

ROBERT S. McNAMARA. Born 9 June 1916. Entered the U.S. Army Air Forces in 1943 and served until 1946. Held various offices in the Ford Motor Co., including president and director, from 1946 to 1961. Sworn in as secretary of defense on 21 January 1961 and served until 29 February 1968. President of the World Bank, 1968-1981.

CLARK M. CLIFFORD. Born 25 December 1906. U.S. Navy during World War II and after, from 1944 to 1946, with assignment as naval aide to the president. Subsequently served as special counsel to the president from 1946 until 1950. Became a partner in the law firm of Clifford and Miller in 1950. Sworn in as secretary of defense on 1 March 1968 and served until 20 January 1969. Returned to law practice. Died on 10 October 1998.

MELVIN R. LAIRD. Born 1 September 1922. U.S. Navy from 1942 until 1946. Congressman from Wisconsin, 1953-1969. Sworn in as secretary of defense on 22 January 1969 and served until 29 January 1973. Became adviser to the president from June 1973 to February 1974, and then became senior counselor to *Reader's Digest*.

ELLIOT L. RICHARDSON. Born 20 July 1920. U.S. Army in World War II, 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 HEW, 1970-1973. Sworn in as secretary of defense on 30 January 1973 and served until 24 May 1973. Then became U.S. attorney general on 25 May 1973, served until October 1973. Died on 31 December 1999.

JAMES R. SCHLESINGER. Born 15 February 1929. With Rand Corporation from 1963 to 1967. Assistant director of the Bureau of the Budget in 1969. Assistant director of the Office of Management and Budget, 1970-1971. Chairman of the Atomic Energy Commission, 1971-1973. Director of the Central Intelligence Agency in 1973. Sworn in as secretary of defense on 2 July 1973 and served until 19 November 1975. Subsequently, first secretary of the new Department of Energy, October 1977 until July 1979.

DONALD H. RUMSFELD. Born 9 July 1932. U.S. Navy aviator and flight instructor in the 1950s. Member of Congress from Illinois, 1963-1969. Assistant and counselor to President Nixon in 1969. Director of the Office of Economic Opportunity and director of the Cost of Living Council. U.S. ambassador to NATO from 1973 to 1974. Assistant to President Ford in 1974-1975, serving as director of the White House Office of Operations. Sworn in as secretary of defense on 20 November 1975 and served until 20 January 1977. Subsequently chief executive officer of G.D. Searle and Company.

HAROLD BROWN. Born 19 September 1927. Staff member, Lawrence Livermore Laboratory, 1952-1960, president, 1960-1961. Director of defense research and engineering, 1961-1965. Secretary of the Air Force, 1965 to 1969. President of the California Institute of Technology, 1969-1977. Sworn in as secretary of defense on 21 January 1977 and served until 20 January 1981. Joined the Johns Hopkins University School of Advanced International Studies.

CASPAR W. WEINBERGER. Born 18 August 1917. During World War II served in the U.S. Army and became a member of General MacArthur's intelligence staff. Director of the Office of Management and Budget, 1972-1973. Secretary of health, education, and welfare from 1973 to 1975. General counsel, vice president, and director of the Bechtel Corporation from 1975 to 1981. Sworn in as secretary of defense on 21 January 1981 and served until 23 November 1987.

FRANK C. CARLUCCI. Born 18 October 1930. 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 the CIA, 1978-1981. Deputy secretary of defense, 1981-1982. Sworn in as secretary of defense on 23 November 1987, served until 20 January 1989. (Deputy Secretary of Defense William H. Taft served as acting secretary of defense from 20 January 1989 until 21 March 1989).

RICHARD B. CHENEY. Born 30 January 1941. Special assistant to the director of the Office of Economic Opportunity, 1969-1970. Deputy to the presidential counselor, 1970-1971. Assistant director of operations of the Cost of Living Council, 1971-1973. Assistant to the president, 1975-1977. Elected to Congress from Wyoming in 1978 and served until March 1989. Took office as secretary of defense on 21 March 1989 and served until 20 January 1993.

LESLIE (LES) ASPIN. Born 21 July 1938. U.S. Army, 1966-1968. Taught economics at Marquette University, 1968-1970. Member from Wisconsin of U.S. House of Representatives, 1971-1993. Chairman, House Armed Services Committee, 1985-1993. Secretary of defense, 20 January 1993-3 February 1994. Died on 21 May 1995.

WILLIAM J. PERRY. Born 11 October 1927. U.S. Army, 1946-1947. Mathematician. Director, Sylvania/GTE Defense Electronic Laboratories, 1954-1964. President of ESL Inc, 1964-1977. Director of defense research and engineering, April-October 1977. Under secretary of defense for research and engineering, October 1977-January 1981. Director, Stanford University Center for International Security and Arms Control, 1989-1993. Deputy secretary of defense, March 1993-February 1994. Sworn in as secretary of defense on 3 February 1994 and served until 24 January 1997.

WILLIAM S. COHEN. Born 28 August 1940. A practicing lawyer, he served as mayor of Bangor, Maine, 1971-1972. Member of the U.S. House of Representatives, 1973-1979, and of the U.S. Senate, 1979-1997. Sworn in as secretary of defense on 24 January 1997 and served until 20 January 2001.

DONALD H. RUMSFELD. See previous entry, page 9. Served as chief executive officer, G. D. Searle & Co., 1977-1985. In private business, 1985-1990. Chairman and chief executive officer, General Instrument Corporation, 1990-1993. In private business, 1993-2001. Sworn in as secretary of defense on 20 January 2001.

III. Deputy Secretaries of Defense

PL 81-36, 2 April 1949, originally established this position as under secretary of defense. PL 81-216, 10 August 1949, the 1949 Amendments to the National Security Act of 1947, changed the title to deputy secretary of defense.

PL 92-596, 27 October 1972, established a second deputy position, with both deputies performing duties as prescribed by the secretary of defense. The second deputy position was not filled until December 1975. PL 95-140, 21 October 1977, the law establishing two under secretaries of defense, abolished the second deputy position.

By delegation the deputy secretary of defense has full power and authority to act for the secretary of defense and to exercise the powers of the secretary on any and all matters for which the secretary is authorized to act pursuant to the law.

STEPHEN T. EARLY. U.S. Army in France, World War I. Professional journalist until 1933. Assistant to President Franklin D. Roosevelt, 1933-1945. Under secretary of defense, 2 May 1949 to 9 August 1949, when the position title changed. Deputy secretary of defense from 10 August 1949 to 30 September 1950.

ROBERT A. LOVETT. Deputy secretary of defense from 4 October 1950 to 16 September 1951. Became secretary of defense on 17 September 1951. [See *Secretaries of Defense*]

WILLIAM C. FOSTER. U.S. Army in World War I. Under secretary of commerce, 1946-1948. Administrator of the Economic Cooperation Administration, 1948-1951. Deputy secretary of defense from 24 September 1951 to 20 January 1953.

ROGER M. KYES. Official with General Motors Corporation until sworn in as deputy secretary of defense on 2 February 1953; served until 1 May 1954. Returned to General Motors as vice president.

ROBERT B. ANDERSON. Lawyer. Held various local government offices in Texas. Secretary of the Navy from 4 February 1953 until sworn in as deputy secretary of defense on 3 May 1954. Served until 4 August 1955. Secretary of the treasury, 1957-1961.

REUBEN B. ROBERTSON, JR. U.S. Army in World War II. President of Champion Paper and Fibre Company. Vice chairman of the Committee on Business Organization of the Department of Defense, a task force of the Hoover Commission. Deputy secretary of defense from 5 August 1955 to 25 April 1957.

DONALD A. QUARLES. U.S. Army in World War I. Engineer with Bell Telephone Laboratories from 1919. President of Sandia Corporation in 1952. Assistant secretary of defense (research and development) from 1 September 1953 to 14 August 1955. Secretary of the Air Force from 15 August 1955 to 30 April 1957. Became deputy secretary of defense 1 May 1957 and served until his death on 8 May 1959.

THOMAS S. GATES, JR. U.S. Navy, 1942 to 1945. Under secretary of the Navy from 7 October 1953 to 31 March 1957. Secretary of the Navy from 1 April 1957 to 7 June 1959. Deputy secretary of defense from 8 June 1959 to 1 December 1959. [See *Secretaries of Defense*]

JAMES H. DOUGLAS, JR. U.S. Army in 1918 and U.S. Army Air Forces, 1942-1945. Under secretary of the Air Force from 3 March 1953 to 30 April 1957. Served as secretary of the Air Force from 1 May 1957 to 11 December 1959. Deputy secretary of defense from 11 December 1959 to 24 January 1961.

ROSWELL L. GILPATRIC. Practiced law, 1931-1951. Assistant secretary of the Air Force from 25 May 1951 to 29 October 1951. Under secretary of the Air Force from 29 October 1951 to 5 February 1953. Deputy secretary of defense from 24 January 1961 to 20 January 1964.

CYRUS R. VANCE. U.S. Navy, 1942-1946. Special counsel of the Senate Armed Services Preparedness Investigating Subcommittee. General counsel of the Department of Defense, 1961-1962. Secretary of the Army, 1962-1964. Sworn in as deputy secretary of defense on 28 January 1964 and served until 30 June 1967.

PAUL H. NITZE. Associated with Dillon, Read and Company, 1929-1937. Served in various capacities with the U.S. government during World War II before becoming director, then vice chairman, of the U.S. Strategic Bombing Survey, 1944-1946. U.S. Department of State, 1946-1953. Assistant secretary of defense (international security affairs), 1961-1963. Secretary of the Navy, 1963-1967. Sworn in as deputy secretary of defense on 1 July 1967 and served until 20 January 1969.

DAVID PACKARD. Held executive offices in the Hewlett-Packard Company from 1939 to 1969, serving as president, 1947-1964, and chief executive officer, 1964-1969. Sworn in as deputy secretary of defense on 24 January 1969 and served until 13 December 1971.

KENNETH RUSH. U.S. Ambassador to the Federal Republic of Germany, 1969-1972. Sworn in as deputy secretary of defense on 23 February 1972, and served until 29 January 1973, when he became deputy secretary of state.

WILLIAM P. CLEMENTS, JR. Served as a member of the Department of Defense Blue Ribbon Defense Panel, 1969-1970. Sworn in as deputy secretary of defense on 30 January 1973 and served until 20 January 1977. Governor of Texas, 1979-1983, 1987-1991.

ROBERT F. ELLSWORTH. Member of Congress from Kansas, 1961-1967. Sworn in on 23 December 1975 to fill the position of second deputy secretary of defense, created by PL 92-956 in 1972 but not previously filled. Served until 10 January 1977.

CHARLES W. DUNCAN, JR. U.S. Army Air Forces, 1944-1946. Held various offices in the Coca-Cola Company, 1964-1974, becoming president in 1971. Sworn in as deputy secretary of defense on 31 January 1977 and served until 26 July 1979, when he became secretary of energy.

W. GRAHAM CLAYTOR, JR. U.S. Navy, 1941-1946. Lawyer, Covington and Burling, 1938-1967. President and chairman of the Southern Railway Co., 1967-1977. Served as secretary of the Navy, 1977-1979. Acting secretary of transportation in 1979. Sworn in as deputy secretary of defense on 24 August 1979 and served until 16 January 1981.

FRANK C. CARLUCCI. U.S. Navy, 1952-1954. Member of U.S. Foreign Service, 1956-1969. Under secretary of health, education, and welfare, 1972-1974. Ambassador to Portugal, 1975-1978. Deputy director of CIA, 1978-1981. Sworn in as deputy secretary of defense on 4 February 1981 and served until 31 December 1982. [See *Secretaries of Defense*]

PAUL W. THAYER. Naval aviator in World War II, 1941-1945. With Chance Vought, which became LTV Aerospace Corporation, in various offices from 1951. Sworn in as deputy secretary of defense on 12 January 1983, and served until 4 January 1984.

- WILLIAM H. TAFT IV. Office of Management and Budget, 1970-1973. Department of Health, Education, and Welfare, 1973-1977. General counsel of the Department of Defense, 1981-1984. Deputy secretary of defense, 3 February 1984 to 22 April 1989. Acting secretary of defense from Secretary Carlucci's departure on 20 January 1989 until the swearing in of Secretary of Defense Richard B. Cheney on 21 March 1989. Subsequently Permanent Representative of the United States to the North Atlantic Council.
- DONALD J. ATWOOD, JR. U.S. Army, 1943-1945. With General Motors Corporation from 1959 to 1985 in various executive positions. Sworn in as deputy secretary of defense on 24 April 1989 and served until 20 January 1993.
- WILLIAM J. PERRY. Deputy secretary of defense, 5 March 1993-3 February 1994, when he became secretary of defense. Served until 24 January 1997. [See *Secretaries of Defense*]
- JOHN M. DEUTCH. Systems analyst, Office of Secretary of Defense, 1961-1965. Taught at Princeton, 1967-1970, and MIT, 1970-1982. Served as MIT provost, 1985-1990. Under secretary of defense (acquisition and technology), 2 April 1993-11 March 1994. Deputy secretary of defense, 11 March 1994-10 May 1995.
- JOHN P. WHITE. Economist with Rand Corporation, 1968-1977. Assistant secretary of defense (MRA&L), 1977-1978. Deputy director, Office of Management and Budget, 1978-1981. With Interactive Systems Corporation, 1981-1988, Eastman Kodak Company, 1988-1992. Director of the Center for Business and Government, Kennedy School of Government, Harvard University. Chairman of the Commission on Roles and Missions of the Armed Forces, 1994-1995. Served as deputy secretary of defense, 22 June 1995-15 July 1997.
- JOHN J. HAMRE. Congressional Budget Office, 1978-1984. Staff member, Senate Armed Services Committee, 1984-1993. Under secretary of defense (comptroller), 26 October 1993-29 July 1997. Deputy secretary of defense, 29 July 1997-31 March 2000.
- RUDY DE LEON. Legislative assistant, U.S. Senate, 1974-1977. Legislative assistant, U.S. House of Representatives, 1977-1985. 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. Under secretary of defense (personnel and readiness), 1997-2000. Deputy secretary of defense, 31 March 2000-1 March 2001.
- PAUL D. WOLFOWITZ. U.S. Arms Control and Disarmament Agency, 1973-1977. Deputy assistant secretary of defense for regional programs, 1977-1980. State Department, 1981-1986. Ambassador to Indonesia, 1986-1989. Under secretary of defense (policy), 1989-1993. Dean, Johns Hopkins School of Advanced International Studies, 1993-2001. Deputy secretary of defense, 2 March 2001- .

IV. Secretaries of the Military Departments

The National Security Act of 1947 established three military departments--the Department of the Army (redesignation of the former War Department), the Department of the Navy, and the newly created Department of the Air Force. All three departments were executive departments, each headed by a secretary. The three secretaries administered their departments and had the right to report or make recommendations to the president, after informing the secretary of defense.

Under the amendments of 1949, PL 81-216, 10 August 1949, the secretaries administered their departments under the "direction, authority, and control" of the secretary of defense. The amendments changed the status of the departments from "executive" to "military," the secretaries thus giving up their seats in the Cabinet and the National Security Council. The secretaries received authority to present recommendations, after informing the secretary of defense, to the Congress.

The Committee on Department of Defense Organization (the Rockefeller Committee) in its report to the secretary of defense in 1953 stated its opinion regarding the responsibilities of the secretaries of the military departments: "The Secretaries of the military departments, subject to the direction, authority, and control of the Secretary of Defense, should be the operating heads of their respective departments in all aspects, military and civilian alike The Secretaries are the principal civilian advisers to the Secretary of Defense on the entire range of problems within the Department." The report stated further that the committee believed it "essential to have a single channel of command or line of administrative responsibility within the Department of Defense and each of the military departments," not distinguishing between military and civilian affairs.

The Department of Defense Reorganization Act of 1958, PL 85-599, 6 August 1958, codified many of the changes in the original National Security Act. The Department of Defense included the three military departments, "separately organized" under their own secretaries, with "unified direction" under the secretary of defense, but the act specifically stated that neither the departments nor their services were to be merged. The combatant forces were to be provided with "unified" strategic direction and to operate under unified command although there was to be no single chief of staff nor an overall armed forces general staff. Combatant commands were responsible to the president and the secretary of defense for the military missions assigned by the secretary of defense.

On 31 December 1958, the secretary of defense issued a directive establishing two command lines, one for operational direction of the armed forces through the JCS to unified and specified commands and the second for the direction of support activities through the secretaries of the military departments.

The secretaries of the military departments became members of the Defense Resources Board in 1982.

Secretaries of the Army

KENNETH C. ROYALL. U.S. Army in World Wars I and II. Private law practice, 1919-1942. Under secretary of war, 9 November 1945-24 July 1947. Thereafter, secretary of war until 18 September 1947. On 18 September 1947 became the first secretary of the Army, served until 27 April 1949. Returned to law practice.

GORDON GRAY. U.S. Army, 1942-1945. Active in publishing and radio operation from 1935 to 1947. Assistant secretary of the Army from 1947 to 1949. Secretary of the Army, 20 June 1949-12 April 1950. Special assistant to the president in 1950.

FRANK PACE, JR. U.S. Army Air Forces, 1942-1946. Assistant director and then director of the Bureau of the Budget, 1948-1950. Secretary of the Army, 12 April 1950-20 January 1953.

ROBERT T. STEVENS. Served in the Army in World War I, and during World War II in the Office of the Quartermaster General. With J. P. Stevens and Company, Inc., 1921-1942, 1945-1953. Secretary of the Army, 4 February 1953-20 July 1955.

WILBER M. BRUCKER. National Guard on Mexican Border in 1916 and with U.S. Army in World War I. Practiced law and became governor of Michigan, 1930-1932. Resumed law practice until 1954. General counsel of the Department of Defense, 1954-1955. Secretary of the Army, 21 July 1955-20 January 1961.

ELVIS J. STAHR, JR. U.S. Army in World War II. Practiced and taught law. Special assistant to secretary of the Army, 1951-1952. President of the University of West Virginia, 1959-1961. Secretary of the Army, 24 January 1961-30 June 1962.

CYRUS R. VANCE. U.S. Navy, 1942-1946. General counsel of the Department of Defense, 29 January 1961-30 June 1962. Secretary of the Army, 5 July 1962-27 January 1964. Deputy secretary of defense, 28 January 1964. [See *Deputy Secretaries of Defense*]

STEPHEN AILES. Law practice until 1942. Counsel to U.S. Economic Mission to Greece, 1947. Under secretary of the Army, 27 February 1961. Secretary of the Army, 28 January 1964-1 July 1965.

STANLEY R. RESOR. U.S. Army, 1942-1945. Practiced law from 1946 to 1965. Under secretary of the Army, April-July 1965. Secretary of the Army, 5 July 1965-30 June 1971. Subsequently served as under secretary of defense (policy). [See *Under Secretaries of Defense*]

ROBERT F. FROEHLKE. U.S. Army, 1943-1946. Assistant secretary of defense (administration), January 1969-July 1971. Secretary of the Army, 1 July 1971-14 May 1973.

HOWARD H. CALLAWAY. Graduate of West Point. U.S. Army in Korea, 1949-1952. Member of Congress from Georgia, 1965-1967. Secretary of the Army, 15 May 1973-3 July 1975.

MARTIN R. HOFFMANN. U.S. Army, 1954-1956. General counsel of the Department of Defense, 1974-1975. Secretary of the Army, 5 August 1975-13 February 1977.

CLIFFORD L. ALEXANDER, JR. Lawyer. Special assistant to the president, 1964-1965. Chairman of the Equal Employment Opportunity Commission, 1967-1969. Secretary of the Army, 14 February 1977-20 January 1981.

JOHN O. MARSH, JR. U.S. Army, 1944-1947. Member of Congress, 1963-1971. Assistant secretary of defense for legislative affairs, 1973-1974. Assistant to the vice president, 1974. Counselor to the president, 1974-1977. Secretary of the Army, 30 July 1981-13 August 1989.

MICHAEL P. W. STONE. Official with Sterling Vineyards, 1968-1982. Served as director of the U.S. Mission in Cairo, 1982-1984. Under secretary of the Army, 1988-1989. Secretary of the Army, 14 August 1989-20 January 1993.

TOGO D. WEST, JR. U.S. Army, 1969-1973. Associate deputy attorney general, Department of Justice, 1975-1976. General counsel of the Department of the Navy, 1977-1979. Special assistant to the secretary and deputy secretary of defense, 1979-1980. General counsel, 1980-1981. Secretary of the Army, 22 November 1993-3 May 1998.

LOUIS CALDERA. Graduate of West Point. U.S. Army, 1978-1983. Lawyer. Member of the California legislature for five years. Managing director and chief operating officer, Corporation for National Service, Washington. Secretary of the Army, 2 July 1998-16 February 2001.

THOMAS E. WHITE. Graduate of West Point. Retired at the rank of brigadier general from the U.S. Army in 1990. Executive at Enron Corporation until 2001. Secretary of the Army, 31 May 2001-9 May 2003.

R. LES BROWNLEE. U.S. Army officer, 1962-1984. Staff, Senate Armed Services Committee, 1987-2001. Under secretary of the Army, 14 Nov 2001. Acting secretary of the Army, 10 May 2003- .

Secretaries of the Navy

- JOHN L. SULLIVAN. U.S. Navy in World War I. Assistant secretary of the treasury, January 1940-November 1944. Assistant secretary of the Navy for air, 1945-1946. Under secretary of the Navy, 1946-1947. Secretary of the Navy, 18 September 1947-24 May 1949.
- FRANCIS P. MATTHEWS. Lawyer and business executive. Secretary of the Navy, 25 May 1949-30 July 1951. Ambassador to Ireland.
- DAN A. KIMBALL. U.S. Army Air Service in World War I. Assistant secretary of the Navy for air, 9 March 1949-24 March 1949. Under secretary of the Navy, 25 March 1949-30 July 1951. Secretary of the Navy, 31 July 1951-3 February 1953.
- ROBERT B. ANDERSON. Secretary of the Navy, 4 February 1953-2 May 1954. Sworn in as deputy secretary of defense on 3 May 1954. [See *Deputy Secretaries of Defense*]
- CHARLES S. THOMAS. Special assistant to the secretary of the Navy, 1942-1945. Under secretary of the Navy, 9 February 1953-5 August 1953. Assistant secretary of defense (supply and logistics), 1953-1954. Secretary of the Navy, 3 May 1954-31 March 1957.
- THOMAS S. GATES, JR. U.S. Navy, 1942-1945. Under secretary of the Navy, 7 October 1953-1 April 1957. Secretary of the Navy, 1 April 1957-7 June 1959. Subsequently deputy secretary and secretary of defense. [See *Deputy Secretaries of Defense* and *Secretaries of Defense*]
- WILLIAM B. FRANKE. Special assistant to the secretary of defense, 1951-1952. Assistant secretary of the Navy (financial management), 4 October 1954-17 April 1957. Under secretary of the Navy, 17 April 1957-7 June 1959. Secretary of the Navy, 8 June 1959-20 January 1961.
- JOHN B. CONNALLY. U.S. Navy, 1942-1946. Secretary of the Navy, 25 January 1961-20 December 1961. Subsequently governor of Texas, 1963-1969.
- FRED H. KORTH. U.S. Army, 1942-1946. Assistant secretary of the Army, 1952-1953. Consultant to the secretary of the Army, 1953-1960. Secretary of the Navy, 4 January 1962-1 November 1963. Returned to Texas as treasurer of the Fort Worth Air Terminal Corporation.
- PAUL H. NITZE. Served in various government capacities before becoming assistant secretary of defense (international security affairs), 1961-1963. Secretary of the Navy, 29 November 1963-30 June 1967. Became deputy secretary of defense on 1 July 1967. [See *Deputy Secretaries of Defense*]
- PAUL R. IGNATIUS. U.S. Navy, 1943-1946. Assistant secretary of the Army (installations and logistics), 1961-1964. Under secretary of the Army, 1964; assistant secretary of defense (installations and logistics), 1964-1967. Secretary of the Navy, 1 September 1967-24 January 1969. Subsequently president of the *Washington Post*.
- JOHN H. CHAFEE. U.S. Marine Corps, 1942-1945 and 1951-1952. Governor of Rhode Island, 1963-1969. Secretary of the Navy, 31 January 1969-4 May 1972. Subsequently U.S. senator from Rhode Island.
- JOHN W. WARNER. U.S. Navy, 1944-1946. U. S. Marine Corps, 1950-1952. Under secretary of the Navy, 1969-1972. Secretary of the Navy, 4 May 1972-8 April 1974. Administrator of the American Revolution Bicentennial Administration, 1974-1976. Subsequently U.S. senator from Virginia.

- J. WILLIAM MIDDENDORF II. U.S. Navy, 1945-1946. Ambassador to the Netherlands, 1969-1973. Secretary of the Navy, 10 June 1974-20 January 1977.
- W. GRAHAM CLAYTOR, JR. U.S. Navy, 1941-1946. Practiced law with Covington and Burling, 1938-1967. Official of the Southern Railway Co., 1967-1977. Secretary of the Navy, 14 February 1977-26 July 1979. [See *Deputy Secretaries of Defense*]
- EDWARD HIDALGO. U.S. Navy, 1942-1946. Special assistant to secretary of the Navy, 1945-1946 and 1965-1966. Assistant secretary of the Navy for manpower, reserve affairs, and logistics, 1977-1979. Secretary of the Navy, 27 July 1979-29 January 1981.
- JOHN F. LEHMAN, JR. Special counsel and senior staff member of the National Security Council, 1969-1974, and counsel, National Security Council, 1974-1975. Deputy director, U.S. Arms Control and Disarmament Agency, 1975-1977. Secretary of the Navy, 5 February 1981-10 April 1987.
- JAMES H. WEBB, JR. Graduate of the U.S. Naval Academy, 1968. Assistant secretary of defense (reserve affairs), 1984-1987. Secretary of the Navy, 10 April 1987-23 February 1988.
- WILLIAM L. BALL III. U.S. Navy, 1969-1975. Assistant secretary of state for legislative affairs, 1985-1986. Assistant to the president, 1986-1988. Secretary of the Navy, 24 March 1988-15 May 1989.
- H. LAWRENCE GARRETT III. Enlisted in the U.S. Navy in 1961 and retired in 1981 at rank of commander. Assistant counsel to the president in 1981 and associate counsel, 1983-1986. General counsel of the Department of Defense, 1986-1987. Under secretary of the Navy, 1987-1989. Secretary of the Navy, 15 May 1989-26 June 1992.
- SEAN O'KEEFE. Department of Defense comptroller, 1989-1992. Acting secretary of the Navy, 7 July 1992-16 December 1992. Received recess appointment as secretary of the Navy, 16 December 1992, and served until 20 January 1993.
- JOHN H. DALTON. Graduated from U.S. Naval Academy in 1964 and served in the Navy until 1969. Business executive, financial consultant. Secretary of the Navy, 22 July 1993-16 November 1998.
- RICHARD DANZIG. Lawyer. Deputy assistant secretary of defense (manpower, reserve affairs, and logistics), 1978-1979. Principal deputy assistant secretary of defense (manpower, reserve affairs, and logistics), 1979-1981. Under secretary of the Navy, November 1993-May 1997. Maxwell School of Citizenship and Public Affairs, Syracuse University, and the Center for International Political Economy, 1997-1998. Secretary of the Navy, 16 November 1998-20 January 2001.
- GORDON R. ENGLAND. Corporate executive. Secretary of the Navy, 24 May 2001-24 January 2003. Deputy secretary, Department of Homeland Security, 24 January 2003-30 September 2003. Sworn in for a second term as secretary of the Navy on 1 October 2003.

Secretaries of the Air Force

- W. STUART SYMINGTON. U.S. Army, 1918. Surplus property administrator, 1945-1946. Assistant secretary of war for air, 1946-1947. First secretary of the Air Force, 18 September 1947-24 April 1950. Subsequently chairman of National Security Resources Board and U.S. senator.
- THOMAS K. FINLETTER. U.S. Army, 1917-1919. Special assistant to the secretary of state, 1941-1944. Consultant to the U.S. delegation at the United Nations Conference in 1945. Chairman of the president's Air Policy Commission, 1947-1948. Secretary of the Air Force, 24 April 1950-20 January 1953. U.S. Ambassador to NATO, 1961-1965.
- HAROLD E. TALBOTT. U.S. Army, 1918. Industrial executive, 1911-1942. Secretary of the Air Force, 4 February 1953-13 August 1955.
- DONALD A. QUARLES. U.S. Army in World War I. Assistant secretary of defense (research and development), 1953-1955. Secretary of the Air Force, 15 August 1955-30 April 1957, when he became deputy secretary of defense. [See *Deputy Secretaries of Defense*]
- JAMES H. DOUGLAS, JR. U.S. Army, 1918, and U.S. Army Air Forces, 1942-1945. Under secretary of the Air Force, 3 March 1953, until sworn in as secretary of the Air Force on 1 May 1957. Served until 11 December 1959, when he became deputy secretary of defense. [See *Deputy Secretaries of Defense*]
- DUDLEY C. SHARP. U.S. Navy, 1942-1945. Assistant secretary of the Air Force, 3 October 1955-31 January 1959. Under secretary of the Air Force, 3 August 1959-11 December 1959. Secretary of the Air Force, 11 December 1959-20 January 1961.
- EUGENE M. ZUCKERT. 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. Secretary of the Air Force, 24 January 1961-30 September 1965.
- HAROLD BROWN. Staff member, Lawrence Livermore Laboratory, 1952-1960, president, 1960-1961. Director, defense research and engineering, 8 May 1961-1 October 1965. Secretary of the Air Force, 1 October 1965-15 February 1969. Subsequently secretary of defense. [See *Secretaries of Defense*]
- ROBERT C. SEAMANS, JR. With MIT, 1941-1955, and RCA, 1955-1958. Associate and deputy administrator of the National Aeronautics and Space Administration, 1969. Secretary of the Air Force, 15 February 1969-14 May 1973. Subsequently president of the National Academy of Engineering.
- JOHN L. McLUCAS. U.S. Navy, 1943-1946. Deputy director of defense research and engineering, 1962-1964. Assistant secretary general for scientific affairs for NATO, 1964-1966. Under secretary of the Air Force, February 1969-July 1973. Secretary of the Air Force, 19 July 1973-12 November 1975, then became administrator of the Federal Aviation Agency.
- THOMAS C. REED. U.S. Air Force, 1956-1959. Director of telecommunications and command and control systems in OSD, 1974-1975. Secretary of the Air Force, 2 January 1976-6 April 1977.

JOHN C. STETSON. U.S. Navy, 1945-1946. Secretary of the Air Force, 6 April 1977-18 May 1979. Subsequently chairman of the Committee for Employer Support of the Guard and Reserves.

HANS M. MARK. Physicist at MIT, the Radiation Laboratory at Livermore, the University of California, and Stanford University. Director of the Ames Research Center, NASA, 1969-1977. Under secretary of the Air Force, 1977-1979. Secretary of the Air Force, 26 July 1979-9 February 1981. Subsequently deputy administrator of NASA. Director, defense research and engineering, 1 July 1998-10 March 2001.

VERNE ORR. Director of the California Department of Finance, 1970-1975. Professor in the Graduate School of Public Administration at the University of California, 1975-1980. Secretary of the Air Force, 9 February 1981-30 November 1985.

RUSSELL A. ROURKE. Administrative assistant on Capitol Hill, 1960-1974 and 1977-1981. Deputy to the presidential counselor, 1974-1976. Special assistant to the president (legislative affairs), 1976-1977. Assistant secretary of defense (legislative affairs), 1981-1985. Secretary of the Air Force, 8 December 1985-7 April 1986.

EDWARD C. ALDRIDGE, JR. Deputy assistant secretary of defense for strategic programs, 1974-1976. Director, planning and evaluation, 1976-1977. Under secretary of the Air Force, 1981-1986. Acting secretary of the Air Force, 8 April 1986-9 June 1986. Secretary of the Air Force, 9 June 1986-15 December 1988.

DONALD B. RICE. U.S. Army, 1965-1967. Assistant director of the Office of Management and Budget, 1970-1972. President and CEO of Rand Corporation, 1972-1989. Member of the Defense Science Board, 1977-1983. Secretary of the Air Force, 22 May 1989-20 January 1993.

SHEILA E. WIDNALL. Taught aerospace and astronautics studies at MIT; chairman of the faculty, 1970-1981, and associate provost in 1992. Secretary of the Air Force, 6 August 1993-31 October 1997.

F. WHITTEN PETERS. Graduate of the Naval Officers Candidate School, Newport, Rhode Island, and served in the U.S. Navy, 1969-1972. Practiced law in Washington, 1978-1995. Principal deputy general counsel, OSD, 1995-1997. Under secretary of the Air Force, 1997-1999. Acting secretary of the Air Force, 1 November 1997-1 August 1999. Secretary of the Air Force, 2 August 1999-20 January 2001.

JAMES G. ROCHE. Naval officer, 1960-1983. Executive, Northrop Grumman Corporation, 1984-2001. Secretary of the Air Force, 1 June 2001-

V. Under Secretaries of Defense

PL 95-140, 21 October 1977, established the position of under secretary of defense, at a level immediately below the deputy secretary of defense. The two initial appointees to this rank were the under secretary for policy and the under secretary for research and engineering, the latter replacing the director of defense research and engineering. The Military Retirement Reform Act of 1986, PL 99-348, 1 July 1986, established the position of under secretary for acquisition as the successor to the under secretary for research and engineering, with enhanced rank (from Executive Level III to Executive Level II) and functions. A few months later, the National Defense Authorization Act for Fiscal Year 1997, PL 99-661, 14 Nov 1986, spelled out in more detail the duties of the under secretary of defense (acquisition). See the under secretary listings below for subsequent changes in the title of this position.

The National Defense Authorization Act for 1994, PL 103-160, 30 November 1993, established the position of under secretary of defense for personnel and readiness. The National Defense Authorization Act for 1995, PL 103-337, raised the comptroller to under secretary/comptroller. The National Defense Authorization Act for Fiscal Year 2003, PL 107-314, 2 December 2002, established the position of under secretary of defense for intelligence.

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

Established by PL 99-348 in 1986 as the under secretary (acquisition) and by Defense Directive 5134.1, 10 February 1987, this position derived from the under secretary of defense (research and engineering) established in 1977. The title changed to under secretary (acquisition and technology) in the National Defense Authorization Act for 1994, PL 103-160, 30 November 1993. The National Defense Authorization Act for Fiscal Year 2000 (PL 106-65), 5 October 1999, redesignated the under secretary of defense (acquisition and technology) as the under secretary of defense (acquisition, technology, and logistics).

The under secretary serves as the principal assistant to the secretary of defense for research and development, production, procurement, logistics, and military construction.

RICHARD P. GODWIN. After service with the Atomic Energy Commission, with Bechtel, Inc., 1961-1986. Member of the Defense Science Board. Under secretary of defense (acquisition), 30 September 1986-30 September 1987.

ROBERT B. COSTELLO. U.S. Navy in World War II. General Motors Corporation, 1960-1986. Assistant secretary of defense (production and logistics), 1987. Under secretary of defense (acquisition), 18 December 1987-12 May 1989.

JOHN A. BETTI. With Chrysler Corporation, 1952-1962, and subsequently Ford Motor Company. Under secretary of defense (acquisition), 11 August 1989-31 December 1990.

DONALD J. YOCKEY. U.S. Army and U.S. Air Force, 1944-1966. Rockwell International Corporation, 1966-1986. Principal deputy under secretary (acquisition), March-December 1990. Acting under secretary, 1 January 1991-20 June 1991. Under secretary (acquisition), 20 June 1991-20 January 1993.

JOHN M. DEUTCH. Systems analyst, OSD, 1961-1965. Under secretary, Department of Energy, 1979-1980. Under secretary of defense (acquisition) and under secretary of defense (acquisition and technology), 2 April 1993-11 March 1994.

PAUL G. KAMINSKI. Graduate of U.S. Air Force Academy, MIT, Stanford. Special assistant to the under secretary of defense for research and engineering, 1977-1981. Under secretary of defense (acquisition and technology), 3 October 1994-16 May 1997.

JACQUES S. GANSLER. Engineer and economist. Deputy assistant secretary of defense (materiel acquisition), and assistant director, defense research and engineering (electronics). Worked at Singer Corporation, ITT, Raytheon Corporation, and TASC, Inc. Under secretary of defense (acquisition, technology, and logistics), 10 November 1997-5 Jan 2001.

EDWARD C. ALDRIDGE, JR. Deputy assistant secretary of defense for strategic programs, 1974-1976. Director, planning and evaluation, 1976-1977. Under secretary of the Air Force, 1981-1986. Acting secretary of the Air Force, 8 April 1986-9 June 1986. Secretary of the Air Force, 9 June 1986-15 December 1988. Under secretary of defense (acquisition, technology, and logistics), 10 May 2001-23 May 2003.

MICHAEL W. WYNNE. Graduated from the U.S. Military Academy, served in the U.S. Air Force. Official with General Dynamics, 1976-1999. Principal deputy under secretary of defense (acquisition and technology), 17 July 2001- . Acting under secretary of defense (acquisition, technology, and logistics), 23 May 2003- .

Principal Deputy Under Secretary of Defense (Acquisition and Technology)

Established as a statutory position, originally named deputy under secretary of defense (acquisition) by the National Defense Authorization Act for Fiscal Year 1987, PL 99-661, 14 November 1986. Later, reflecting change in the title of the under secretary of defense (acquisition), this official became the deputy under secretary of defense (acquisition and technology).

Milton Lohr	3 October 1988-12 May 1989
Donald J. Yockey	12 March 1990-20 January 1991
Donald C. Fraser	4 December 1991-13 January 1993
Noel Longuemare, Jr.	18 November 1993-21 November 1997
David Oliver	1 June 1998-14 July 2001
Michael W. Wynne	17 July 2001-

Deputy Under Secretary of Defense (Logistics and Materiel Readiness)

The National Defense Authorization Act for Fiscal Year 2000, PL 106-65, 5 October 1999, created the new 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). This official was to be the top adviser to the secretary of defense and the under secretary of defense (acquisition, technology, and logistics) on logistics and materiel readiness issues. The intent of Congress was to emphasize the importance of these functions.

Roger W. Kallock	15 September 2000-19 January 2001
Diane Morales	17 July 2001-2 January 2004

Under Secretary of Defense (Research and Engineering)

PL 95-140, 21 October 1977, created this position to replace the director of research and engineering. Succeeded by the under secretary of defense (acquisition) in 1986.

WILLIAM J. PERRY. U.S. Army, 1946-1947. Technical consultant for the Department of Defense, 1966-1977. Director defense research and engineering, 11 April 1977-21 October 1977, when position was raised to the under secretary level. He served in this post until 20 January 1981.

WALTER B. LABERGE. U.S. Navy, 1943-1947. Assistant secretary of the Air Force for research and development, 1973-1975. Under secretary of the Army, 1977-1980. Principal deputy to under secretary of defense (research and engineering), 1980-1984. Acting under secretary, 21 January 1981-10 March 1981.

JAMES P. WADE, JR. Assistant to the secretary of defense for atomic energy and chairman of Military Liaison Committee to Department of Energy, 1978-1981. Acting under secretary, 11 March 1981-6 May 1981.

RICHARD D. DELAUER. U.S. Navy, 1942-1966. Laboratory director of Space Tech Labs, 1958-1960; Titan program, 1960-1966. Official with TRW, Inc., 1968-1981. Under secretary of defense for research and engineering, 6 May 1981-30 November 1984.

JAMES P. WADE, JR. Acting under secretary of defense for research and engineering, 1 December 1984-5 July 1985.

DONALD A. HICKS. Chief of applied physics for Boeing Company. Research physicist with Lawrence Radiation Laboratories, Livermore, California. Under secretary of defense for research and engineering, 2 August 1985-10 October 1986.

Director of Defense Research and Engineering (DDR&E)

Position created by PL 85-599, 6 August 1958, the Defense Reorganization Act of 1958, which abolished the position of assistant secretary of defense (research and engineering) and gave this position a higher status.

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

The deputy director of defense (research and engineering) was designated an assistant secretary of defense for the period 19 May 1961 to 15 July 1965.

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

Under Secretary of Defense (Policy)

Position established in PL 95-140, 21 October 1977. Duties enumerated in Defense Directive 5111.1, 27 October 1978. The under secretary of defense (policy) is the principal adviser to the secretary of defense for matters pertaining to interagency groups in the national security area, arms control, security activities, political-military affairs, requirement or deployment of forces, humanitarian assistance, space policy, psychological operations, and U.S. information programs.

STANLEY R. RESOR. U.S. Army, 1942-1945. Under secretary of the Army from 5 April 1965, and secretary of the Army, 5 July 1965-30 June 1971. U.S. representative to negotiations on mutual and balanced force reductions, 1973-1978. Under secretary of defense (policy), 14 August 1978-1 April 1979.

ROBERT W. KOMER. U.S. Army, 1943-1946. CIA, 1947-1960. National Security Council staff, 1961-1965. Ambassador to Turkey, 1968-1969. Under secretary of defense (policy), 24 October 1979-20 January 1981.

FRED C. IKLE. Professor at the Massachusetts Institute of Technology, 1964-1967. Head, Social Science Department, Rand Corporation, 1967-1973. Director, U.S. Arms Control and Disarmament Agency, 1973-1977. Under secretary of defense (policy), 2 April 1981-19 February 1988.

PAUL D. WOLFOWITZ. U.S. Arms Control and Disarmament Agency, 1973-1977. Deputy assistant secretary of defense for regional programs, 1977-1980. Director of the Policy Planning Staff, State Department, 1981-1982. Assistant secretary of state for East Asian and Pacific affairs, 1982-1986. Ambassador to Indonesia, 1986-1989. Under secretary of defense (policy), 15 May 1989-19 January 1993.

FRANK T. WISNER. Joined foreign service in 1961. Under secretary of state for international security affairs, 1992-1993. Under secretary of defense (policy), 6 July 1993-9 June 1994.

WALTER B. SLOCOMBE. Lawyer. Principal deputy assistant secretary for international security affairs and director, DoD SALT task force, 1977-1979. Deputy under secretary for policy planning, 1979-1981. Principal deputy under secretary (policy), 1993-1994. Under secretary of defense (policy), 15 September 1994-19 January 2001.

DOUGLAS J. FEITH. Lawyer. National Security Council staff, 1981-1982. Special counsel to assistant secretary of defense (international security affairs), 1982-1984. Deputy assistant secretary of defense for negotiations policy, 1984-1986. Managing attorney, Feith and Zell, P.C., 1986-2001. Under secretary of defense (policy), 16 July 2001- .

Principal Deputy Under Secretary of Defense (Policy)

Position of deputy under secretary of defense (policy) established by the National Defense Authorization Act for 1992-1993 (PL 102-190), 5 December 1991. Designated principal deputy under secretary by DoD Directive 5111.3, 8 December 1999.

I. Lewis Libby	12 August 1992-10 January 1993
Walter B. Slocombe	1 June 1993-14 September 1994
Jan M. Lodal	3 October 1994-30 September 1998
James M. Bodner	1 October 1998-19 January 2001
Stephen A. Cambone	25 July 2001-1 July 2002
Christopher Ryan Henry	7 February 2003-

Under Secretary of Defense (Comptroller/Chief Financial Officer)

This position is an upgrade of the position of comptroller from assistant secretary to under secretary level by the National Defense Authorization Act for Fiscal Year 1995, PL 103-337, 5 November 1994. The predecessor organizations are listed below.

John J. Hamre	5 September 1994-29 July 1997
William J. Lynn	19 November 1997-19 January 2001
Dov S. Zakheim	3 May 2001-15 April 2004
Lawrence J. Lanzillotta (Acting)	15 April 2004- 27 July 2004
Tina Jonas	27 July 2004-

Assistant Secretary of Defense (Comptroller)

Position originally one of three special assistants of the secretary of defense, created by the 1949 Amendments to the National Security Act of 1947. Chief Defense Department official for budgetary and fiscal matters and chief financial officer.

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

Position title changed to Department of Defense comptroller in 1986 by the Goldwater-Nichols Act, giving the position the same status as an assistant secretary, although not so titled.

Department of Defense Comptroller

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

Robert W. Helm	1 October 1986-1 September 1988
Clyde O. Glaister	17 October 1988-22 May 1989
Sean O'Keefe	22 May 1989-7 July 1992
Donald B. Shycoff (Acting)	8 July 1992-2 April 1993
Alice Maroni (Acting)	6 May 1993-26 October 1993
John J. Hamre	26 October 1993-5 September 1994

Under Secretary of Defense (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 for personnel and readiness. On 17 March 1994, Defense Directive 5124.2 established the position to incorporate the functions of the assistant secretary of defense (force management and personnel), and authorized authority over the assistant secretary (reserve affairs) and the assistant secretary (health affairs). Defense Directive 5124.5, 31 October 1994, established the position of assistant secretary of defense (force management policy), to report directly to the under secretary of defense (personnel and readiness). This assistant secretary position was abolished in 2002 when the new deputy under secretary (personnel and readiness) took office. The assistant secretaries for health affairs and reserve affairs report to the under secretary of defense (personnel and readiness). [See also *Manpower*]

Edwin Dorn	16 March 1994-7 July 1997
Rudy de Leon	5 August 1997-31 March 2000
Charles L. Cragin (Acting)	31 March 2000-23 May 2000
Bernard D. Rostker	23 May 2000-19 January 2001
David S. C. Chu	1 June 2001-

Principal Deputy Under Secretary of Defense (Personnel and Readiness)

Position of deputy under secretary of defense (personnel and readiness) established by the National Defense Authorization Act for Fiscal Year 2002, PL 107-107, 28 December 2001. DoD Directive 5124.8, 16 July 2003, added the word principal to this official's title.

Charles S. Abell	14 November 2002-
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Under Secretary of Defense (Intelligence)

Position established by the Bob Stump National Defense Authorization Act for Fiscal Year 2003, PL 107-314, 2 December 2002. The under secretary of defense (intelligence) is to perform such duties and exercise such powers in the intelligence area as prescribed by the secretary of defense.

Stephen A. Cambone

10 March 2003-

VI. Assistant Secretaries of Defense and Other Defense Officials

The number of assistant secretaries, with or without specific statutory designation, has changed over the years as needs or interests demanded. The assistant secretary positions are categorized in the pages that follow by functional areas, with listings of the assistant secretaries for each area. Changes in title and functions are noted under each heading. Some positions are no longer at an assistant secretary level but because they originally were so ranked, they are included under the major heading. Likewise, a position may not have been originally established at the assistant secretary level but is now so designated.

The 1949 amendments set the number of assistant secretaries at three. Reorganization Plan No. 6 of 1953 added six, making a total of nine. The Defense Reorganization Act of 1958 set the number at seven. Changes occurred occasionally in subsequent years. The current number of assistant secretaries is nine. They are: 1) public affairs; 2) networks and information integration; 3) legislative affairs; 4) international security policy; 5) international security affairs; 6) special operations/low-intensity conflict; 7) homeland defense; 8) reserve affairs; and 9) health affairs.

Several positions not currently designated as assistant secretaries are at the assistant secretary level: director of defense research and engineering; general counsel; inspector general; director, operational test and evaluation; principal deputy under secretary of defense (policy); and principal deputy under secretary of defense (personnel and readiness).

Administration and Management

Assistant Secretary of Defense (Administration and Public Affairs)

Position established as one of the three assistant secretary posts authorized by the amendments to the National Security Act, PL 81-216, 10 August 1949.

Paul H. Griffith 12 September 1949-15 November 1950

Position abolished in 1950 and duties assigned to the assistant secretary of defense (manpower). [See *Manpower*]

Assistant Secretary of Defense (Administration)

Position established 1 July 1964.

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

Position abolished on 3 November 1971. Functions transferred to newly created offices of deputy assistant secretary of defense (administration) and assistant secretary of defense (intelligence). [For assistant secretary of defense (intelligence), see *Command, Control, Communications, and Intelligence*.]

Deputy Assistant Secretary of Defense (Administration)

David O. Cooke 4 November 1971-23 May 1988

Position changed on 24 May 1988 to director of administration and management, per Defense Directive 5105.53.

Director of Administration and Management

Functions also as director, Washington Headquarters Services, established by Defense Directive 5110.4, 1 October 1977. Coordinates administration and organizational matters department-wide.

David O. Cooke	24 May 1988-22 June 2002
Raymond F. DuBois	1 October 2002 (assumed duties); officially appointed 18 June 2003

Atomic Energy

Chairman, Military Liaison Committee

Committee established by the Atomic Energy Act of 1946, PL 79-585, 1 August 1946. Amendments to the Atomic Energy Act of 1949, PL 81-347, 11 October 1949, provided that the president appoint the chairman, with advice and consent of the Senate, and that the secretary of defense designate committee members.

From 13 April 1953, the chairman served also as assistant to the secretary of defense for atomic energy.

Lt. Gen. Lewis H. Brereton, USAF	17 July 1947-30 March 1948
Donald F. Carpenter	8 April 1948-21 September 1948
William Webster	22 September 1948-30 September 1949
Robert LeBaron	1 October 1949-1 August 1954
Herbert B. Loper	9 August 1954-14 July 1961
Gerald W. Johnson	11 August 1961-15 September 1963
William J. Howard	2 January 1964-15 June 1966
Carl Walske	3 October 1966-15 April 1973
Donald R. Cotter	16 October 1973-17 March 1978
James P. Wade, Jr.	8 August 1978-14 June 1981
James P. Wade, Jr. (Acting)	15 June 1981-5 June 1982
Richard Wagner	6 June 1982-1 April 1986
Robert B. Barker	18 October 1986-14 November 1986

The National Defense Authorization Act for Fiscal Year 1987, PL 99-661, 14 November 1986, abolished the Military Liaison Committee and established the Nuclear Weapons Council. The National Defense Authorization Act for Fiscal Years 1988-1989, PL 100-180, 4 December 1987, established the statutory position of assistant to the secretary of defense (atomic energy).

Assistant to the Secretary of Defense (Atomic Energy)

Robert B. Barker (non-statutory)	14 November 1986-3 March 1988
Robert B. Barker (statutory)	4 March 1988-29 May 1992
John Birely (Acting)	29 May 1992-6 May 1993
Harold P. Smith, Jr.	1 June 1993-10 March 1996

Assistant to the Secretary of Defense (Nuclear and 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 and chemical and biological defense programs), effective 22 February 1996. See change 1 to DoD Directive 5134.8, 11 March 1996.

Harold P. Smith, Jr. (Position vacant)	11 March 1996-31 January 1998 1998-2001
Dale Klein	15 November 2001-

Civil Defense

Reorganization Plan No. 1 of 1958, 1 July 1958, transferred to the president the civil defense functions formerly assigned to the Federal Civil Defense Administration. The president delegated these functions to the secretary of defense by Executive Order 10952, 20 July 1961.

Assistant Secretary of Defense (Civil Defense)

Position created 31 August 1961, and abolished 1 April 1964.

Steuart L. Pittman

20 September 1961-1 April 1964

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

Command, Control, Communications, and Intelligence (C³I)*Assistant to the Secretary of Defense (Telecommunications)*

Position established in May 1970.

Louis A. deRosa

August 1970-May 1971

Assistant Secretary of Defense (Telecommunications)

Position established 11 January 1972, replacing position of assistant to the secretary of defense (telecommunications).

Eberhardt Rehtin (Acting)

14 January 1972-15 February 1972

Eberhardt Rehtin

15 February 1972-29 September 1973

David L. Solomon (Acting)

30 September 1973-17 January 1974

Position abolished 17 January 1974, and functions transferred to director, telecommunications and command and control systems, by Defense Directive 5135.1.

Assistant Secretary of Defense (Intelligence)

Position established 3 November 1971, with some functions transferred from assistant secretary of defense (administration). [See *Administration*]

Albert C. Hall

9 November 1971-25 March 1976

Additional designation of director of defense intelligence added 20 July 1976.
Position abolished on 11 March 1977.

Director, Telecommunications and Command and Control Systems

David L. Solomon (Acting)

17 January 1974-18 February 1974

Thomas C. Reed

19 February 1974-2 January 1976

Richard Shriver

10 February 1976-20 January 1977

Position abolished on 11 March 1977, with the establishment of the position of assistant secretary of defense (communications, command, control, and intelligence).

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

Position established by Defense Directive 5137.1, 11 March 1977, replacing the positions of assistant secretary of defense (intelligence/director of defense intelligence) and director, telecommunications and command and control systems. The ASD(C³I) also served as principal deputy under secretary of defense for research and engineering, effective 21 October 1977.

Gerald P. Dinneen

4 April 1977-20 January 1981

Position in March 1981 retitled deputy under secretary of defense for communications, command, control, and intelligence.

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

Donald C. Latham

26 July 1981-16 August 1984

This position officially reestablished as an assistant secretary of defense by Defense Directive 5137.1, 2 April 1985.

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

Position mandated by the Department of Defense Authorization Act, 1984, PL 98-94, 24 September 1983.

The assistant secretary of defense (C³I) was principal staff officer to the secretary of defense in his role as executive for the National Communications System (NCS). Defense Directive 5137.1, 12 February 1992, set forth the responsibilities of the assistant secretary of defense (C³I) in establishing and implementing information management policies. Directed the Defense Information Systems Agency, the Defense Intelligence Agency, and the Defense Security Service. Subsequent directives enlarged the areas of supervision. [See *ASD (Networks and Information Integration)*]

Donald C. Latham

6 August 1984-6 July 1987

Thomas P. Quinn (Acting)

18 July 1987-23 May 1988

Gordon A. Smith

24 May 1988-12 May 1989

Thomas P. Quinn (Acting)

13 May 1989-19 November 1989

Duane Andrews

20 November 1989-20 January 1993

Emmett Paige, Jr.

10 June 1993-23 May 1997

Arthur L. Money (Senior Civilian
Official)

20 February 1998-5 October 1999

Arthur L. Money

5 October 1999-7 April 2001

John P. Stenbit

7 August 2001-8 May 2003

Economic Security

Assistant Secretary of Defense (Economic Security)

Position established 7 September 1993. Reported to the under secretary of defense (acquisition and technology), replacing the assistant secretary of defense (production and logistics). [See *Supply, Logistics, and Installations*]

Joshua Gotbaum

20 May 1994-25 December 1995

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

General Counsel

Position established by Reorganization Plan No. 6 of 1953 and by Defense Directive 5145.1, 24 August 1953. Position derived from one of the original three special assistants to the secretary (1947) and the assistant secretary of defense (legal and legislative affairs) (1949).

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

H. Struve Hensel	17 August 1953-4 March 1954
Wilber M. Brucker	23 April 1954-20 July 1955
Mansfield D. Sprague	6 October 1955-27 February 1957
Robert Dechert	28 February 1957-15 July 1959
J. Vincent Burke, Jr.	14 September 1959-20 January 1961
Cyrus R. Vance	29 January 1961-30 June 1962
John T. McNaughton	5 July 1962-25 June 1964
Leonard Niederlehner (Acting)	1 July 1964-19 September 1966
Paul C. Warnke	3 October 1966-31 July 1967
Leonard Niederlehner (Acting)	1 August 1967-20 August 1970
J. Fred Buzhardt, Jr.	20 August 1970-4 January 1974
Leonard Niederlehner (Acting)	22 May 1973-13 March 1974
Martin R. Hoffmann	14 March 1974-5 August 1975
Leonard Niederlehner (Acting)	6 August 1975-1 January 1976
Richard A. Wiley	2 January 1976-15 January 1977
Deanne C. Siemer	28 April 1977-15 October 1979
Leonard Niederlehner (Acting)	15 October 1979-1 February 1980
Togo D. West, Jr.	1 February 1980-20 January 1981
Leonard Niederlehner (Acting)	20 January 1981-1 April 1981
William Howard Taft IV	2 April 1981-2 May 1984
Chapman B. Cox	3 May 1984-16 December 1985
H. Lawrence Garrett III	5 February 1986-6 August 1987
Leonard Niederlehner (Acting)	7 August 1987-25 October 1987
Kathleen A. Buck	26 October 1987-30 December 1989
Terrence O'Donnell	30 October 1989-6 March 1992
C. Paul Beach, Jr. (Acting)	7 March 1992-11 August 1992
David S. Addington	12 August 1992-20 January 1993
John H. McNeill (Acting)	20 January 1993-5 May 1993
Jamie S. Gorelick	5 May 1993-17 March 1994
Stephen W. Preston (Acting)	28 March 1994-28 September 1994
Judith A. Miller	29 September 1994-7 November 1999
Douglas A. Dworkin (Acting)	7 November 1999-14 June 2000
Douglas A. Dworkin	14 June 2000-19 January 2001
William J. Haynes II	24 May 2001-

Health Affairs*Chairman, Armed Forces Medical Policy Council*

Position established in 1949.

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

Reorganization Plan No. 6 (1953) abolished the council. The new position of assistant to the secretary of defense (health affairs) assumed the functions.

Assistant to the Secretary of Defense (Health Affairs)

Dr. Melvin A. Casberg	1 April 1953-2 August 1953
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Position title changed to assistant secretary of defense (health and medical) on 3 August 1953, and some functions transferred to the assistant secretary of defense (manpower). [See *Manpower*]

Assistant Secretary of Defense (Health and Medical)

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

Position abolished on 31 January 1961, and functions transferred to assistant secretary of defense (manpower). [See *Manpower*]

Assistant Secretary of Defense (Health and Environment)

Position established on 23 June 1970, by Defense Directive 5136.1 after Congress (PL 91-121, 19 November 1969) designated one assistant secretary position for health affairs.

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

On 22 January 1976, position title changed to assistant secretary of defense (health affairs).

Assistant Secretary of Defense (Health Affairs)

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 and exercises oversight of all DoD health resources. Reports to the under secretary of defense for personnel and readiness. Serves also as director of the Tricare Management Activity.

Dr. Robert N. Smith	30 August 1976-7 January 1978
Vernon McKenzie (Acting)	8 January 1978-14 August 1979
Dr. John Moxley III	14 September 1979-9 August 1981
Dr. John Beary (Acting)	10 August 1981-24 September 1983
Vernon McKenzie (Acting)	25 September 1983-17 November 1983

Dr. William Mayer	18 November 1983-21 April 1989
Dr. Enrique Mendez	5 March 1990-20 January 1993
Dr. Edward D. Martin (Acting)	20 January 1993-23 March 1994
Dr. Stephen C. Joseph	23 March 1994-31 March 1997
Dr. Edwin D. Martin (Acting)	1 April 1997-26 May 1998
Dr. Sue Bailey	26 May 1998-10 August 2000
Dr. William Winkenwerder, Jr.	29 October 2001-

Homeland Defense*Assistant Secretary of Defense (Homeland Defense)*

PL 107-314, the Bob Stump National Defense Authorization Act for Fiscal Year 2003, 2 December 2002, created the position of assistant secretary of defense (homeland defense). The assistant secretary's principal duty is the overall supervision of DoD homeland defense activities, reporting to the under secretary of defense for policy.

Paul McHale

7 February 2003-

Inspector General

The Department of Defense Authorization Act, 1983, PL 97-252, 8 September 1982, and Defense Directive 5106.1, 14 March 1983, established the Office of the Department of Defense Inspector General. This position replaced the office of assistant to the secretary of defense for review and oversight, established in April 1981 to check fraud, waste, and abuse in procurement. That position and the Defense Audit Service, created in 1961, were dissolved when the Office of the Inspector General began operations in May 1983.

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

Joseph H. Sherick	2 May 1983-3 June 1986
Derek Vander Schaaf (Acting)	3 June 1986-13 November 1987
June Gibbs Brown	13 November 1987-20 October 1989
Derek Vander Schaaf (Acting)	20 October 1989-28 November 1989
Susan J. Crawford	28 November 1989-19 November 1991
Derek Vander Schaaf (Acting)	19 November 1991-28 February 1995
Eleanor J. Hill	1 March 1995-30 April 1999
Donald Mancuso (Acting)	1 May 1999-26 January 2000
Joseph E. Schmitz	2 April 2002-

International Security

Assistant to the Secretary of Defense (International Security Affairs)

Between 1947 and 1949, one of the three special assistants to the secretary of defense, positions established by the National Security Act of 1949, PL 80-253, 26 July 1947, handled international security affairs. In 1949 the secretary of defense created the position of assistant to the secretary of defense for international security affairs.

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

Position changed in 1953 to assistant secretary of defense (international security affairs), based on Reorganization Plan No. 6, 30 June 1953, authorizing six new assistant secretaries of defense.

Assistant Secretary of Defense (International Security Affairs)

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

Position abolished in 1993.

Assistant Secretary of Defense (Regional Security Affairs)

Established on 6 July 1993 by Defense Directive 5111.7. Principal assistant and adviser to the under secretary of defense (policy) for the coordination of regional security strategy and policy and political-military policy on issues relating to foreign governments and their defense establishments, but not including states of the former Soviet Union.

Charles Freeman	6 July 1993-11 April 1994
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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)

Position reestablished in 1994.

Charles Freeman	11 April 1994-14 September 1994
Joseph S. Nye, Jr.	15 September 1994-16 December 1995
Franklin D. Kramer	29 March 1996-16 February 2001
Peter W. Rodman	16 July 2001-

Assistant Secretary of Defense (International Security Policy)

New position created in April 1981. Position responsible for all political-military activity involving NATO, other European countries, and the USSR, previously under the assistant secretary of defense (international security affairs). Reported to the under secretary of defense (policy).

Position abolished in 1993, reestablished in 1994.

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)

Ashton B. Carter	30 June 1993-13 June 1994
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Position established on 6 July 1993 by DoD Directive 5111.5 to replace the ASD (ISP). The title of this position reverted on 13 June 1994 to assistant secretary of defense (international security policy), reporting to the under secretary of defense (policy).

Assistant Secretary of Defense (International Security Policy)

Ashton B. Carter	13 June 1994-14 September 1996
Franklin C. Miller (Acting)	14 September 1996-1998
(Position vacant)	1998-2001
Jack D. Crouch II	6 August 2001-31 October 2003

Assistant Secretary of Defense (Strategy and Threat Reduction)

Position established on 6 July 1993, as assistant secretary of defense (strategy, requirements, and resources). The title subsequently changed to assistant secretary of defense (strategy and requirements) and then to assistant secretary of defense (strategy and threat reduction). Position dropped in 2001.

Edward L. Warner	1 June 1993-29 September 2000
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Assistant Secretary of Defense (Policy and Plans)

Position established on 6 July 1993. Disestablished 15 March 1994.

Graham Allison	6 August 1993-15 March 1994
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Legislative Affairs

Special Assistant (Legal, Legislative, and Public Affairs)

Position established at creation of the National Military Establishment (Department of Defense) in 1947. One of three special assistants of the first secretary of defense. Position retitled in 1949, based on the amendments to the National Security Act, PL 81-216, 10 August 1949, authorizing three assistant secretaries of defense.

Marx Leva	18 September 1947-11 September 1949
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Assistant Secretary of Defense (Legal and Legislative Affairs)

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

Position abolished in 1953. Functions divided and transferred to general counsel and to the assistant secretary of defense (legislative and public affairs). [See *Public Affairs*]

Assistant Secretary of Defense (Legislative and Public Affairs)

Position established as a result of Reorganization Plan No. 6, 30 June 1953, and Defense Directive 5122.1, 22 September 1953.

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

Position abolished in 1957. Functions divided and transferred to assistant secretary of defense (public affairs) [see *Public Affairs*] and assistant to the secretary of defense (legislative affairs). See Department of Defense Directive 5105.13, 10 August 1957.

Assistant to the Secretary of Defense (Legislative Affairs)

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

Position redesignated assistant secretary of defense (legislative affairs) on 11 April 1973, in lieu of assistant secretary of defense (systems analysis) position.

Assistant Secretary of Defense (Legislative Affairs)

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

Position redesignated assistant to the secretary of defense (legislative affairs) on 23 March 1977.

Assistant to the Secretary of Defense (Legislative Affairs)

Jack L. Stempler	23 March 1977-19 January 1981
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Position redesignated assistant secretary of defense (legislative affairs) in 1981 and formalized on 2 July 1982 by Defense Directive 5142.1.

Assistant Secretary of Defense (Legislative Affairs)

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

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

Position redesignated assistant to the secretary of defense (legislative affairs) in 1993.

Assistant to the Secretary of Defense (Legislative Affairs)

Sandra K. Stuart	1 August 1993-15 September 1994
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Position redesignated assistant secretary of defense (legislative affairs) in 1994. The National Defense Authorization Act for Fiscal Year 1994, PL 103-160, 30 November 1993, gave statutory standing to this position.

Assistant Secretary of Defense (Legislative Affairs)

Sandra K. Stuart	15 September 1994-27 February 1999
John K. Veroneau (Acting)	2 March 1999-10 November 1999
John K. Veroneau	10 November 1999-16 February 2001
Powell A. Moore	4 May 2001-

Manpower*Assistant Secretary of Defense (Manpower and Personnel)*

Secretary of Defense George C. Marshall established this position in late 1950, when he abolished the position of assistant secretary of defense (administration and public affairs). In September 1955 the position was redesignated assistant secretary of defense (manpower, personnel, and reserve), and in 1961, assistant secretary of defense (manpower). PL 90-168, the Reserve Forces Bill of Rights and Vitalization Act, 1 December 1967, changed the title to assistant secretary of defense (manpower and reserve affairs).

Anna M. Rosenberg	15 November 1950-20 January 1953
John A. Hannah	11 February 1953-31 July 1954
Carter L. Burgess	24 September 1954-22 January 1957
William H. Francis	19 April 1957-24 May 1958
Charles O. Finucane	15 July 1958-19 January 1961
Carlisle P. Runge	17 February 1961-30 July 1962
Norman S. Paul	8 August 1962-30 September 1965
Thomas D. Morris	1 October 1965-31 August 1967
Alfred B. Fitt	9 October 1967-20 February 1969
Roger T. Kelley	3 March 1969-1 June 1973
Carl W. Clewlow (Acting)	1 June 1973-1 September 1973
William K. Brehm	1 September 1973-18 March 1976
David P. Taylor	7 July 1976-12 February 1977

The assistant secretary of defense (manpower, reserve affairs, and logistics) assumed all functions of the position on 22 April 1977, Defense Directive 5124.1, 20 April 1977. This canceled Defense Directive 5120.27, establishing an assistant secretary of defense (manpower and reserve affairs), and Defense Directive 5126.22, establishing the assistant secretary of defense (installations and logistics). [See *Supply, Logistics, and Installations*]

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

John P. White	11 May 1977-31 October 1978
Robert B. Pirie, Jr.	17 June 1979-20 January 1981
Lawrence J. Korb	4 May 1981-12 January 1984

Position title changed, with reserve affairs functions transferred to assistant secretary of defense (reserve affairs) on 1 October 1983. Installations and logistics transferred to the new assistant secretary of defense (acquisition and logistics), established 5 July 1985. [See *Supply, Logistics, and Installations*]

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

Lawrence J. Korb	12 January 1984-5 July 1985
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New title became assistant secretary of defense (force management and personnel), with position assuming only manpower duties on 5 July 1985.

Assistant Secretary of Defense (Force Management and Personnel)

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

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

The National Defense Authorization Act for Fiscal Year 1994, PL 103-160, 30 November 1993, established the position of under secretary of defense for personnel and readiness and abolished the position of assistant secretary of defense (force management and personnel). DoD Directive 5124.2, 17 March 1994, spelled out the under secretary's duties, including authority over the assistant secretaries for health affairs and reserve affairs. [See *Health Affairs* and *Reserve Affairs*]

Assistant Secretary of Defense (Force Management Policy)

Established on 7 July 1994, as the assistant secretary of defense (force management) under personnel and readiness, the title changed to force management policy by Defense Directive 5124.5, 31 October 1994.

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

Position abolished in November 2002 when the new deputy under secretary of defense (personnel and readiness) took office.

Networks and Information Integration

Assistant Secretary of Defense (Networks and Information Integration)

Title of ASD(C³I) changed to ASD(NII) in May 2003. Office is responsible for information policy and management, command, control, and communication, counterintelligence, space systems and space policy, intelligence, surveillance and reconnaissance, and intelligence-related activities. The ASD(NII) also is the DoD chief information officer, and the Defense Information Systems Agency reports to him.

John P. Stenbit
Linton Wells II (Acting)

8 May 2003-6 March 2004
6 March 2004-

Operational Test and Evaluation*Director, Operational Test and Evaluation*

Position established 24 September 1983, by the Department of Defense Authorization Act, 1984 (PL 98-94, 24 September 1983), and by Defense Directive 5141.2, 2 April 1984. Director is the principal staff assistant and adviser to the secretary of defense on OT&E matters, ensuring effectiveness and suitability of U.S. weapon systems and equipment.

John E. Krings	18 April 1985-30 June 1989
Robert C. Duncan	22 November 1989-20 January 1993
Lee Frame (Acting)	21 January 1993-30 September 1994
Philip E. Coyle III	3 October 1994-19 January 2001
Thomas P. Christie	17 July 2001-

Program Analysis and Evaluation

Assistant Secretary of Defense (Systems Analysis)

New assistant secretary position established on 10 September 1965.

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

Position title changed to director, defense program analysis and evaluation, on 11 April 1973.

Director, Defense Program Analysis and Evaluation

Leonard Sullivan	21 May 1973-11 February 1974
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Position redesignated assistant secretary of defense (program analysis and evaluation).

Assistant Secretary of Defense (Program Analysis and Evaluation)

Leonard Sullivan	11 February 1974-13 March 1976
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Position redesignated director for planning and evaluation on 18 May 1976.

Director for Planning and Evaluation

Edward C. Aldridge, Jr.	18 May 1976-11 March 1977
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Position redesignated assistant secretary of defense (program analysis and evaluation) on 28 April 1977.

Assistant Secretary of Defense (Program Analysis and Evaluation)

Russell Murray II	28 April 1977-20 January 1981
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Position redesignated director of program analysis and evaluation in May 1981.

Director of Program Analysis and Evaluation

David S. C. Chu	19 May 1981-13 July 1988
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Position redesignated assistant secretary of defense (program analysis and evaluation) on 13 July 1988. See Defense Directive 5141.1, 1 February 1989.

Assistant Secretary of Defense (Program Analysis and Evaluation)

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

David S. C. Chu	13 July 1988-20 January 1993
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Position redesignated director of program analysis and evaluation on 25 June 1993.

Director of Program Analysis and Evaluation

William J. Lynn
Robert R. Soule
Barry D. Watts
Stephen A. Cambone
Kenneth J. Krieg

25 June 1993-19 November 1997
1 July 1998-27 April 2001
1 May 2001-1 July 2002
1 July 2002-7 March 2003
23 July 2003-

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

Position established by the secretary of defense on 14 July 1948.

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

Position redesignated assistant secretary of defense (legislative and public affairs) as a result of Reorganization Plan No. 6 of 30 June 1953, which increased the number of assistant secretaries of defense, and Defense Directive 5122.1, 22 September 1953.

Assistant Secretary of Defense (Legislative and Public Affairs)

Frederick A. Seaton	24 September 1953-20 February 1955
Robert Tripp Ross	15 March 1955-20 February 1957

Position abolished on 21 February 1957. Functions divided and transferred to assistant secretary of defense (public affairs) and assistant to the secretary of defense (legislative affairs). [See *Legislative Affairs*]

Assistant Secretary of Defense (Public Affairs)

Position established by deputy secretary of defense memo, 21 February 1957. See Defense Directive 5105.13, 10 August 1957.

Murray Snyder	21 March 1957-20 January 1961
Arthur Sylvester	20 January 1961-3 February 1967
Philip C. Goulding	28 February 1967-20 January 1969
Daniel Z. Henkin (Acting)	20 January 1969-25 May 1969
Daniel Z. Henkin	25 May 1969-20 January 1973
Jerry W. Friedheim (Acting)	20 January 1973-13 April 1973
Jerry W. Friedheim	13 April 1973-20 September 1974
William Beecher (Acting)	21 September 1974-11 February 1975
Joseph Laitin	12 February 1975-19 December 1975
William I. Greener, Jr.	21 December 1975-31 July 1976
M. Alan Woods	6 August 1976-21 January 1977
Thomas B. Ross	7 March 1977-20 January 1981
Henry E. Catto, Jr.	22 May 1981-16 September 1983
Benjamin Welles (Acting)	17 September 1983- 1 November 1983
Mary Lou Sheils (Acting)	2 November 1983-22 November 1983
Michael I. Burch	23 November 1983-22 June 1985
Fred Hoffman (Acting)	23 June 1985-1 October 1985
Robert B. Sims	18 October 1985-20 September 1987
Fred Hoffman (Acting)	21 September 1987-2 February 1988
J. Daniel Howard	3 February 1988-21 March 1989
Louis A. Williams	22 May 1989-20 January 1993

Position title changed to assistant to the secretary of defense for public affairs on 22 January 1993. Confirmed by Defense Directive 5122.5, 2 December 1993.

Assistant to the Secretary of Defense for Public Affairs

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

Position title changed to assistant secretary of defense (public affairs) in Defense Directive 5122.5, 29 March 1996, after the National Defense Authorization Act for Fiscal Year 1995, PL 103-337, 5 November 1994, increased the number of assistant secretaries from 10 to 11.

Assistant Secretary of Defense (Public Affairs)

Principal staff adviser and assistant to the secretary of defense for DoD public information, internal information, the Freedom of Information Act, mandatory declassification review and clearance of DoD information for public release, community relations, information training, and audiovisual matters. Exercises direction, authority, and control over American Forces Information Service.

Kenneth H. Bacon	29 March 1996-19 January 2001
Victoria Clarke	22 May 2001-20 June 2003
Lawrence Di Rita (Acting)	10 August 2003-

Research and Engineering

Chairman, Research and Development Board

Established by the National Security Act of 1947.

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

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

Assistant Secretary of Defense (Research and Development)

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

Assistant Secretary of Defense (Applications Engineering)

Frank D. Newbury	18 August 1953-17 March 1957
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The ASD positions for research and development and applications engineering were combined in March 1957 to become the assistant secretary of defense (research and engineering).

Assistant Secretary of Defense (Research and Engineering)

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

The Defense Reorganization Act of 1958 abolished this position and transferred its functions to the director of defense research and engineering. The position of director of defense research and engineering was redesignated under secretary of defense for research and engineering in 1977. [See *Under Secretary of Defense (Research and Engineering)*]

Assistant Secretary of Defense (Research and Technology)

When established in 1984, the assistant secretary of defense (research and technology) reported to the under secretary of defense for research and engineering, then beginning in 1986 to the under secretary of defense (acquisition).

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

The Military Retirement Reform Act (PL 99-384, 1 July 1986) reestablished the position of director of defense research and engineering. This office was filled in December 1987 when the position of assistant secretary of defense (research and technology) was abolished.

Director, Defense Research and Engineering

This position reports to the under secretary of defense (acquisition, technology, and logistics).

Robert C. Duncan	21 December 1987-20 November 1989
Charles M. Herzfeld	12 March 1990-8 May 1991
Victor Reis	3 December 1991-May 1993
Anita Jones	1 June 1993-23 May 1997
Hans M. Mark	1 July 1998-10 May 2001
Ronald M. Sega	4 August 2001-

Reserve Affairs*Assistant Secretary of Defense (Reserve Affairs)*

New position, with reserve affairs functions transferred from the assistant secretary of defense (manpower, reserve affairs, and logistics) on 1 October 1983. [See *Manpower*] At the same time the logistics functions moved from the assistant secretary of defense (manpower, reserve affairs, and logistics) to the assistant secretary of defense (acquisition and logistics).

Position mandated by the Department of Defense Authorization Act, 1984 (PL 98-94, 24 September 1983). Established by Defense Directive 5125.1, 12 January 1984. The assistant secretary of defense for reserve affairs is the principal staff assistant and adviser on reserve affairs to the under secretary of defense for personnel and readiness and to the secretary and deputy secretary of defense. The ASD (RA) reports directly to the under secretary of defense (P&R) and exercises authority, direction, and control over the National Committee for Employer Support of the Guard and Reserve.

James H. Webb, Jr.	3 May 1984-10 April 1987
Stephen M. Duncan	26 October 1987-20 January 1993
Deborah R. Lee	1 June 1993-11 April 1998
Charles L. Cragin (Acting)	12 April 1998-10 July 1998; and 6 January 1999-3 August 1999
Charles L. Cragin	11 July 1998-5 January 1999; and (Principal DASD (RA), in charge) 4 August 1999-31 May 2001
Thomas F. Hall	9 October 2002-

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

Position mandated by the National Defense Authorization Act for Fiscal Year 1987 (PL 99-661, 14 November 1986). Position officially established on 4 January 1988, by Defense Directive 5138.3. Assists under secretary of defense (policy) in development of policy and plans for low-intensity conflict activities and special operations, including civil affairs and psychological operations.

Charles S. Whitehouse	13 July 1988-12 July 1989
Seth Cropsey (Acting)	13 July 1989-18 October 1989
James R. Locher	19 October 1989-19 June 1993
H. Allen Holmes	18 November 1993-30 April 1999
Brian E. Sheridan	7 May 1999-12 January 2001
(Position vacant)	2001-2003
Thomas W. O'Connell	23 July 2003-

Supply, Logistics, and Installations

Chairman, Munitions Board

The National Security Act of 1947 established this position.

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

Reorganization Plan No. 6, 30 June 1953, abolished the Munitions Board and transferred its functions to the secretary of defense and through him to the assistant secretary of defense (applications engineering) [see *Research and Engineering*] and the assistant secretary of defense (supply and logistics).

Director of Installations

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

Frank Creedon	25 August 1952-29 June 1953
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Position abolished by Reorganization Plan No. 6 of 1953 and functions transferred to assistant secretary of defense (properties and installations).

Assistant Secretary of Defense (Properties and Installations)

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

Assistant Secretary of Defense (Supply and Logistics)

Position established following Reorganization Plan No. 6 of 1953, when Munitions Board abolished.

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

This position and that of assistant secretary of defense (properties and installations) combined to form position of assistant secretary of defense (installations and logistics), announced earlier but officially established on 30 January 1961 in Defense Directive 5126.22.

Assistant Secretary of Defense (Installations and Logistics)

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

Position abolished on 22 April 1977. Acquisition functions transferred to the director of defense research and engineering and other responsibilities transferred to assistant secretary of defense (manpower, reserve affairs, and logistics), changing to assistant secretary of defense (manpower, installations, and logistics). In 1985 the new assistant secretary of defense (acquisition and logistics) assumed the installation and logistics functions.

Assistant Secretary of Defense (Development and Support)

Established officially by Defense Directive 5129.4, 25 November 1984, and abolished when assistant secretary of defense (acquisition and logistics) was established.

James P. Wade

6 August 1984-5 July 1985

Assistant Secretary of Defense (Acquisition and Logistics)

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

James P. Wade

5 July 1985-3 November 1986

Robert B. Costello

13 March 1987-15 April 1987

This position was disestablished in April 1987 and replaced by assistant secretary of defense (production and logistics).

Assistant Secretary of Defense (Production and Logistics)

Principal staff assistant for the under secretary of defense (acquisition and technology) in areas of his responsibility. Coordinated with under secretary of defense (policy) on agreements with foreign countries.

Robert B. Costello

15 April 1987-17 December 1987

Jack Katzen

28 March 1988-8 January 1990

Colin McMillan

5 March 1990-11 December 1992

As a result of reorganization of the office of the under secretary of defense (acquisition and technology), an assistant secretary (economic security) position was established, per memorandum of 19 May 1993, replacing the position of assistant secretary of defense (production and logistics). [See *Economic Security*]

VII. Joint Chiefs of Staff

The Joint Chiefs of Staff, in existence since 1942, gained statutory sanction within the National Military Establishment by the National Security Act of 1947. The JCS consisted of the chief of staff, U.S. Army; the chief of naval operations; the chief of staff, U.S. Air Force; and the chief of staff to the commander in chief, if there should be such a position. The act also established a Joint Staff under the JCS, limiting it to 100 officers, to be headed by a director appointed by the Joint Chiefs.

The 1949 amendments to the National Security Act of 1947 established the position of chairman of the Joint Chiefs of Staff, to be appointed from the regular officers of the armed services for a term of two years with eligibility for a second two-year term. The chairman was to preside over the meetings of the JCS but was to have no vote. Moreover, he was not to exercise military command over the JCS or any of the military services. The amendments also increased the size of the Joint Staff to 210 officers.

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

Reorganization Plan No. 6 of 1953 made the selection of members of the Joint Staff by the JCS and their tenure subject to the approval of the chairman and gave him management control of the Joint Staff. At the same time it accorded the secretary of defense approval authority over the selection of the director of the Joint Staff and his tenure. The Department of Defense Reorganization Act of 1958 increased the Joint Staff to 400 officers and limited their tours of Joint Staff duty to three years except in time of war. The act specified that the Joint Staff "shall not operate or be organized as an overall Armed Forces General Staff and shall have no executive authority." The 1958 act also gave the chairman of the JCS a vote in JCS meetings.

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

The Goldwater-Nichols Act of 1986 prescribed the most important changes in the Joint Chiefs of Staff organization since 1947. It increased the responsibilities of the chairman, naming him the principal adviser to the president, the National Security Council, and the secretary of defense and prescribing a two-year term with possibility of two additional terms other than during wartime, when there would be no limitation. The chairman's responsibilities included assisting the president in providing strategic direction of the armed forces, preparing strategic plans and joint logistic and mobility plans, and advising the secretary of defense on requirements, programs, and budgets, particularly a budget proposal for activities of each unified and specified combatant command.

The act created the position of vice chairman of the Joint Chiefs of Staff, to rank after the chairman and ahead of all other officers of the armed forces and to come from a service other than that of the chairman. The vice chairman could participate in meetings of the JCS, although he was not a member. In the absence or disability of the chairman, the vice chairman was to replace him. He was to perform such duties as prescribed by the chairman. The National Defense Authorization Act for Fiscal Year 1993, PL 102-484, 23 October 1992, made the vice chairman a full member of the JCS.

Chairman, JCS

Gen. Omar N. Bradley, USA	16 August 1949-15 August 1953
Adm. Arthur W. Radford, USN	15 August 1953-15 August 1957
Gen. Nathan F. Twining, USAF	15 August 1957-30 September 1960
Gen. Lyman L. Lemnitzer, USA	1 October 1960-30 September 1962
Gen. Maxwell D. Taylor, USA	1 October 1962-1 July 1964

Gen. Earle G. Wheeler, USA	3 July 1964-2 July 1970
Adm. Thomas H. Moorer, USN	2 July 1970-1 July 1974
Gen. George S. Brown, USAF	1 July 1974-20 June 1978
Gen. David C. Jones, USAF	21 June 1978-18 June 1982
Gen. John W. Vessey, Jr., USA	18 June 1982-30 September 1985
Adm. William J. Crowe, Jr., USN	1 October 1985-30 September 1989
Gen. Colin L. Powell, USA	1 October 1989-30 September 1993
Adm. David E. Jeremiah, USN (Act)	1 October 1993-24 October 1993
Gen. John M. D. Shalikashvili, USA	25 October 1993-1 October 1997
Gen. Henry H. Shelton, USA	1 October 1997-1 October 2001
Gen. Richard B. Myers, USAF	1 October 2001-

Vice Chairman, JCS

Gen. Robert T. Herres, USAF	6 February 1987-28 February 1990
Adm. David E. Jeremiah, USN	1 March 1990-28 February 1994
Adm. William A. Owens, USN	1 March 1994-29 February 1996
Gen. Joseph W. Ralston, USAF	1 March 1996-1 March 2000
Gen. Richard B. Myers, USAF	1 March 2000-10 October 2001
Gen. Peter Pace, USMC	1 October 2001-

Chief of Staff, U.S. Army

Gen. Dwight D. Eisenhower	19 November 1945-7 February 1948
Gen. Omar N. Bradley	7 February 1948-15 August 1949
Gen. J. Lawton Collins	16 August 1949-14 August 1953
Gen. Matthew B. Ridgway	15 August 1953-29 June 1955
Gen. Maxwell D. Taylor	30 June 1955-30 June 1959
Gen. Lyman L. Lemnitzer	1 July 1959-30 September 1960
Gen. George H. Decker	1 October 1960-30 September 1962
Gen. Earle G. Wheeler	1 October 1962-2 July 1964
Gen. Harold K. Johnson	3 July 1964-2 July 1968
Gen. William C. Westmoreland	3 July 1968-30 June 1972
Gen. Bruce Palmer, Jr. (Acting)	1 July 1972-11 October 1972
Gen. Creighton W. Abrams	12 October 1972-4 September 1974
Gen. Fred C. Weyand	3 October 1974-1 October 1976
Gen. Bernard W. Rogers	1 October 1976-21 June 1979
Gen. Edward C. Meyer	22 June 1979-21 June 1983
Gen. John A. Wickham, Jr.	22 June 1983-22 June 1987
Gen. Carl E. Vuono	23 June 1987-21 June 1991
Gen. Gordon R. Sullivan	21 June 1991-19 June 1995
Gen. Dennis J. Reimer	20 June 1995-20 June 1999
Gen. Eric K. Shinseki	21 June 1999-11 June 2003
Gen. Peter J. Schoomaker	1 August 2003-

Chief of Naval Operations

Fleet Adm. Chester W. Nimitz	15 December 1945-15 December 1947
Adm. Louis Denfeld	15 December 1947-2 November 1949
Adm. Forrest P. Sherman	2 November 1949-22 July 1951
Adm. William M. Fechteler	16 August 1951-16 August 1953
Adm. Robert B. Carney	17 August 1953-17 August 1955
Adm. Arleigh A. Burke	17 August 1955-1 August 1961

Adm. George W. Anderson, Jr.	1 August 1961-1 August 1963
Adm. David L. McDonald	1 August 1963-1 August 1967
Adm. Thomas H. Moorer	1 August 1967-1 July 1970
Adm. Elmo R. Zumwalt, Jr.	1 July 1970-1 July 1974
Adm. James L. Holloway III	1 July 1974-1 July 1978
Adm. Thomas B. Hayward	1 July 1978-30 June 1982
Adm. James D. Watkins	30 June 1982-30 June 1986
Adm. Carlisle A. H. Trost	1 July 1986-29 June 1990
Adm. Frank B. Kelso II	1 July 1990-23 April 1994
Adm. Jeremy M. Boorda	23 April 1994-16 May 1996
Adm. Jay L. Johnson (Acting)	16 May 1996-4 August 1996
Adm. Jay L. Johnson	4 August 1996-21 July 2000
Adm. Vernon E. Clark	21 July 2000-

Chief of Staff, U.S. Air Force

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

Commandant of the Marine Corps

Gen. Alexander A. Vandegrift	1 January 1944-31 December 1947
Gen. Clifton B. Cates	1 January 1948-31 December 1951
Gen. Lemuel C. Shepherd, Jr.*	1 January 1952-31 December 1955
Gen. Randolph McC. Pate	1 January 1956-31 December 1959
Gen. David M. Shoup	1 January 1960-31 December 1963
Gen. Wallace M. Greene, Jr.	1 January 1964-31 December 1967
Gen. Leonard F. Chapman, Jr.	1 January 1968-31 December 1971
Gen. Robert E. Cushman, Jr.	1 January 1972-30 June 1975
Gen. Louis H. Wilson**	1 July 1975-30 June 1979
Gen. Robert H. Barrow	1 July 1979-30 June 1983
Gen. Paul X. Kelley	1 July 1983-30 June 1987

* General Shepherd was the first commandant to sit with the JCS on matters of concern to the Marine Corps, beginning in 1952.

** A law effective in October 1978 made the commandant a full member of the JCS. General Wilson was the first commandant with this status.

Gen. Alfred M. Gray, Jr.	1 July 1987-1 July 1991
Gen. Carl E. Mundy, Jr.	1 July 1991-30 June 1995
Gen. C. C. Krulak	1 July 1995-30 June 1999
Gen. James L. Jones, Jr.	1 July 1999-13 January 2003
Gen. Michael W. Hagee	13 January 2003-

Director, Joint Staff

Maj. Gen. Alfred M. Gruenther, USA	17 September 1947-19 September 1949
Vice Adm. Arthur C. Davis, USN	20 September 1949-1 November 1951
Lt. Gen. Charles P. Cabell, USAF	2 November 1951-23 April 1953
Lt. Gen. Frank F. Everest, USAF	24 April 1953-18 March 1954
Lt. Gen. Lemuel Mathewson, USA	19 March 1954-14 March 1956
Vice Adm. Bernard L. Austin, USN	15 March 1956-31 March 1958
Lt. Gen. Oliver S. Picher, USAF	1 April 1958-31 March 1960
Lt. Gen. Earle G. Wheeler, USA	1 April 1960-24 February 1962
Vice Adm. Herbert D. Riley, USN	25 February 1962-23 February 1964
Lt. Gen. David A. Burchinal, USAF	24 February 1964-31 July 1966
Lt. Gen. Andrew J. Goodpaster, USA	1 August 1966-31 March 1967
Lt. Gen. Berton E. Spivy, Jr., USA	1 April 1967-31 July 1968
Vice Adm. Nels C. Johnson, USN	1 August 1968-19 July 1970
Lt. Gen. John W. Vogt, USAF	20 July 1970-7 April 1972
Rear Adm. Mason B. Freeman, USN (Acting)	8 April 1972-11 June 1972
Lt. Gen. George M. Seignious II, USA	12 June 1972-31 May 1974
Vice Adm. Harry D. Train II, USN	1 June 1974-30 June 1976
Lt. Gen. Ray B. Sitton, USAF	1 July 1976-30 June 1977
Vice Adm. Patrick J. Hannifin, USN	1 July 1977-20 June 1978
Maj. Gen. John A. Wickham, Jr., USA (Acting)	1 July 1978-21 August 1978
Lt. Gen. John A. Wickham, Jr., USA	22 August 1978-22 June 1979
Vice Adm. Carl Thor Hanson, USN	22 June 1979-30 June 1981
Lt. Gen. James E. Dalton, USAF	1 July 1981-30 June 1983
Lt. Gen. Jack N. Merritt, USA	1 July 1983-30 June 1985
Vice Adm. Powell F. Carter, Jr., USN	1 July 1985-14 August 1987
Lt. Gen. Robert W. RisCassi, USA	15 August 1987-30 November 1988
Lt. Gen. Hansford T. Johnson, USAF	1 December 1988-20 September 1989
Maj. Gen. Gene A. Deegan, USMC (Acting)	21 September 1989-26 September 1989
Lt. Gen. Michael P. C. Carns, USAF	27 September 1989-16 May 1991
Lt. Gen. Henry Viccellio, Jr., USAF	17 May 1991-1 December 1992
Vice Adm. Richard C. Macke, USN	1 December 1992-18 July 1994
Maj. Gen. Charles T. Robertson, Jr., USAF (Acting)	19 July 1994-24 July 1994
Lt. Gen. Walter Kross, USAF	25 July 1994-12 July 1996
Maj. Gen. Stephen T. Rippe, USA (Acting)	13 July 1996-13 September 1996
Vice Adm. Dennis C. Blair, USN	14 September 1996-12 December 1998
Vice Adm. Vernon E. Clark, USN	12 December 1998-26 July 1999
Lt. Gen. Carlton W. Fulford, USMC	26 July 1999-14 July 2000
Lt. Gen. John P. Abizaid, USA	16 October 2001-23 January 2003
Vice Adm. Timothy J. Keating, USN	13 October 2003-

VIII. Unified Combatant Commands

The Unified Command Plan (UCP) approved by President Truman on 14 December 1946 authorized the formation of seven unified commands. These regional commands consisted of forces from two or more military services and received strategic direction from the Joint Chiefs of Staff. In a separate provision, the UCP designated the Strategic Air Command a specified command. The JCS officially defined a specified command in 1951 as the equivalent of a unified command but normally composed of forces from only one service. Additional unified commands and specified commands were created subsequently while others were disestablished.

Originally, the Joint Chiefs of Staff exercised operational control over all elements of the armed forces in each command and designated one of their members as “executive agent” with operational command and control over all forces within a particular unified area. In 1953 and 1958 changes occurred in this chain of command. The Goldwater-Nichols Act of 1986 specified that the chain of command to a unified or specified combatant command would run from the president to the secretary of defense to the commander of the combatant command. In 2004 there were nine unified combatant commands and no specified commands.

U.S. Central Command

Established 1 January 1983.

Commander in Chief (CINCCENT) Gen. John P. Abizaid, USA.
7 July 2003. MacDill AFB, Florida.

U.S. European Command

Established 15 March 1947.

Commander in Chief (CINCEUR) Gen. James L. Jones, USMC.
16 January 2003. Stuttgart-Vaihingen, Germany.

U.S. Joint Forces Command

Established 1 October 1999.

Commander in Chief (CDRUSJFCOM) Adm. Edmund P. Giambastiani, Jr., USN.
2 October 2002. Norfolk, Virginia.

U.S. Northern Command

Established 1 October 2002.

Commander in Chief (CINCNORTHCOM) Gen. Ralph E. Eberhart, USAF.
1 October 2002. Peterson AFB, Colorado.

U.S. Pacific Command

Established 1 January 1947.

Commander in Chief (CINCPAC) Adm. Thomas B. Fargo.
2 May 2002. Honolulu, Hawaii.

U.S. Southern Command

Established 6 June 1963.

Commander in Chief (CINCSO) Gen. James T. Hill, USA.
18 August 2002. Miami, Florida.

U.S. Special Operations Command

Established 16 April 1987.

Commander in Chief (CINCSOC) Gen. Bryan D. Brown, USA.
2 September 2003. MacDill AFB, Florida.

U.S. Strategic Command

Established 1 June 1992.

Commander in Chief (CINCSTRAT) Gen. James E. Cartwright, USMC.
9 July 2004. Offutt AFB, Nebraska.

U.S. Transportation Command

Established 1 July 1987.

Commander in Chief (CINCTRANS) Gen. John W. Handy, USAF.
5 November 2001. Scott AFB, Illinois.

Disestablished Commands*U.S. Aerospace Defense Command*

Became a Specified Command 1 July 1975. Disestablished 19 December 1986.

U.S. Alaskan Command

Disestablished 1 July 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. Forces Command

Terminated as a Specified Command 1 October 1993. Became an Army Command.

U.S. Military Airlift Command

Designated a Specified Command 1 February 1977. Terminated as a Specified Command 1 October 1988.

U.S. Naval Forces, Eastern Atlantic and Mediterranean

Disestablished 1 December 1963.

U.S. Northeast Command

Disestablished 1 September 1956.

U.S. Readiness Command

Disestablished 30 September 1987.

U.S. Space Command

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

U.S. Strategic Air Command

Disestablished 1 June 1992. Joint strategic functions transferred to newly unified U.S. Strategic Command.

U.S. Strike Command

Disestablished 31 December 1971.

IX. Defense Agencies

Defense Advanced Research Projects Agency (DARPA)

Established by PL 85-325, 12 February 1958, Defense Directive 5105.41. Name changed from Advanced Research Projects Agency in P.L. 104-106, Defense Authorization Act for FY 1996. Defense Directive 5134.10, 1 July 2001.

Director—Dr. Anthony J. Tether

Defense Commissary Agency (DECA)

Established 9 November 1990. Defense Directive 5105.55, 9 November 1990.

Director—Maj. Gen. Michael P. Wiedemer, USAF

Defense Contract Audit Agency (DCAA)

Established 1 July 1965. Defense Directive 5105.36, 28 February 2002.

Director—William H. Reed

Defense Contract Management Agency (DCMA)

Established 27 March 2000. Succeeded the Defense Contract Management Command. Reports to the deputy under secretary of defense (acquisition and technology). Defense Directive 5105.64, 27 September 2000.

Director—Maj. Gen. Darryl A. Scott, USAF

Defense Finance and Accounting Service (DFAS)

Established 26 November 1990. Defense Directive 5118.5, 13 December 1991.

Director—Zack E. Gaddy

Defense Information Systems Agency (DISA)

Established as Defense Communications Agency on 12 May 1960. Defense Directive 5105.19. Renamed Defense Information Systems Agency on 25 June 1991. Under the direction, authority, and control of the under secretary of defense for acquisition.

Director—Lt. Gen. Harry D. Raduege, Jr., USAF

Defense Intelligence Agency (DIA)

Established on 1 October 1961. Defense Directive 5105.21, 18 February 1997. Under the direction, authority, and control of the secretary of defense.

Director—Vice Adm. Lowell E. Jacoby, USN

Defense Legal Services Agency (DLSA)

Established 12 August 1981. Defense Directive 5145.4, 15 December 1989. Under the direction, authority, and control of the general counsel, who serves as director.

Director—William J. Haynes II

Defense Logistics Agency (DLA)

Established 1 October 1961, as the Defense Supply Agency. Defense Directive 5105.22, 6 December 1988. Under the direction, authority, and control of the under secretary of defense (acquisition, technology, and logistics).

Director—Vice Adm. Keith W. Lippert, USN

Defense Security Cooperation Agency (DSCA)

Established 1 September 1971 as the Defense Security Assistance Agency. Name changed to Defense Security Cooperation Agency on 1 October 1998. Defense Directive 5105.65, 23 September 2003. Under the direction, authority, and control of the under secretary of defense for policy.

Director—Lt. Gen. Jeffrey B. Kohler, USA

Defense Security Service (DSS)

Succeeded the Defense Investigative Service, 25 November 1997. Defense Directive 5105.42, 13 May 1999.

Acting Director—William A. Curtis

Defense Threat Reduction Agency (DTRA)

Began operations 1 October 1998. Succeeded the On-Site Inspection Agency, the Defense Special Weapons Agency, and the Defense Technology Security Administration.

Acting Director—Maj. Gen. Trudy H. Clark, USAF

Missile Defense Agency (MDA)

Established on 24 April 1984 as the Strategic Defense Initiative Organization (SDIO), designated a Defense Agency on 23 July 1984. Defense Directive 5141.5, 21 February 1986. Renamed the Ballistic Missile Defense Organization (BMDO), 14 July 1993. Defense Directive 5134.9, 14 June 1994. Renamed Missile Defense Agency (MDA), January 2002.

Director—Lt. Gen. Ronald T. Kadish, USAF

National Geospatial-Intelligence Agency (NGA)

Began operations on 1 October 1996 as the National Imagery and Mapping Agency (NIMA). Established by Defense Directive 5105.60, 11 October 1996, and the National Imagery and Mapping Agency Act of 1996. Succeeded the Defense Mapping Agency, the Central Imagery Office, the Defense Dissemination Program Office, and the National Photographic Interpretation Center. NIMA redesignated the National Geospatial-Intelligence Agency in the National Defense Authorization Act for Fiscal Year 2004, PL 108-

136, 24 November 2003.

Director—Lt. Gen. James R. Clapper, Jr., USAF (Ret)

National Security Agency/Central Security Service (NSA/CSS)

Established 5 December 1952. Defense Directive 5100.20. Under the direction, authority, and control of the secretary of defense.

Director—Lt. Gen. Michael V. Hayden, USAF

Pentagon Force Protection Agency (DFPA)

Established 3 May 2002. Formerly the Defense Protective Service.

Acting Director—John N. Jester

Defense Agencies No Longer in Existence

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 Civil Preparedness Agency

Transferred to Federal Emergency Management Agency by Reorganization Plan No. 3 of 1978. [See *Civil Defense*]

Defense Communications Agency

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

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 Protective Service

Duties assumed by the Defense Security Service, December 1997.

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.

Defense Supply Agency

Succeeded by the Defense Logistics Agency, 5 January 1977.

National Imagery and Mapping Agency

Redesignated in PL 108-146, 24 November 2003, as the National Geospatial-Intelligence Agency.

On-Site Inspection Agency

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

Strategic Defense Initiative Organization

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

X. Department of Defense Field Activities

American Forces Information Service (AFIS)

Established by Defense Directive 5122.10. Under the assistant secretary of defense (public affairs).

Acting Director—Lawrence Di Rita

Defense Prisoner of War/Missing Personnel Office (DPMO)

Established by Defense Directive 5110.10. Under the assistant secretary of defense (international security affairs). Name changed from POW/MIA on 15 October 1996.

Director—Jerry D. Jennings

Defense Technology Security Administration (DTSA)

Disestablished in 1998, functions transferred to Defense Threat Reduction Agency. Reestablished 31 August 2001 by deputy secretary of defense decision. Reports to assistant secretary of defense (international security affairs).

Director—Lisa Bronson

Department of Defense Counterintelligence Field Activity (CIFA)

Established by Defense Directive 5105.67, 19 February 2002. Under the assistant secretary of defense (networks and information integration).

Director—David A. Burt II

Department of Defense Education Activity (DoDEA)

Established by Defense Directive 1342.6. Under the under secretary of defense (personnel and readiness).

Director—Joseph D. Tafoya

Department of Defense Human Resources Activity (DoDHRA)

Includes the Department of Defense Civilian Personnel Management Service. Under the under secretary of defense (P&R).

Director—David S. C. Chu

Department of Defense Test Resource Management Center (TRMC)

Established by Defense Directive 5105.71, 8 March 2004. Under the under secretary of defense (acquisition, technology, and logistics).

Acting Director—George Ryan

Office of Economic Adjustment (OEA)

Established by Defense Directive 3030.1, 29 November 1978. Director of OEA serves as executive director of the Economic Adjustment Committee.

Director—Patrick J. O'Brien

TRICARE Management Activity

Established by Defense Directive 5105.46, 31 July 1997, as a DoD-managed health care program. Replaced the Office of Civilian Health and Medical Program of the Armed Forces (CHAMPUS).

Director—Dr. William Winkenwerder, Jr.

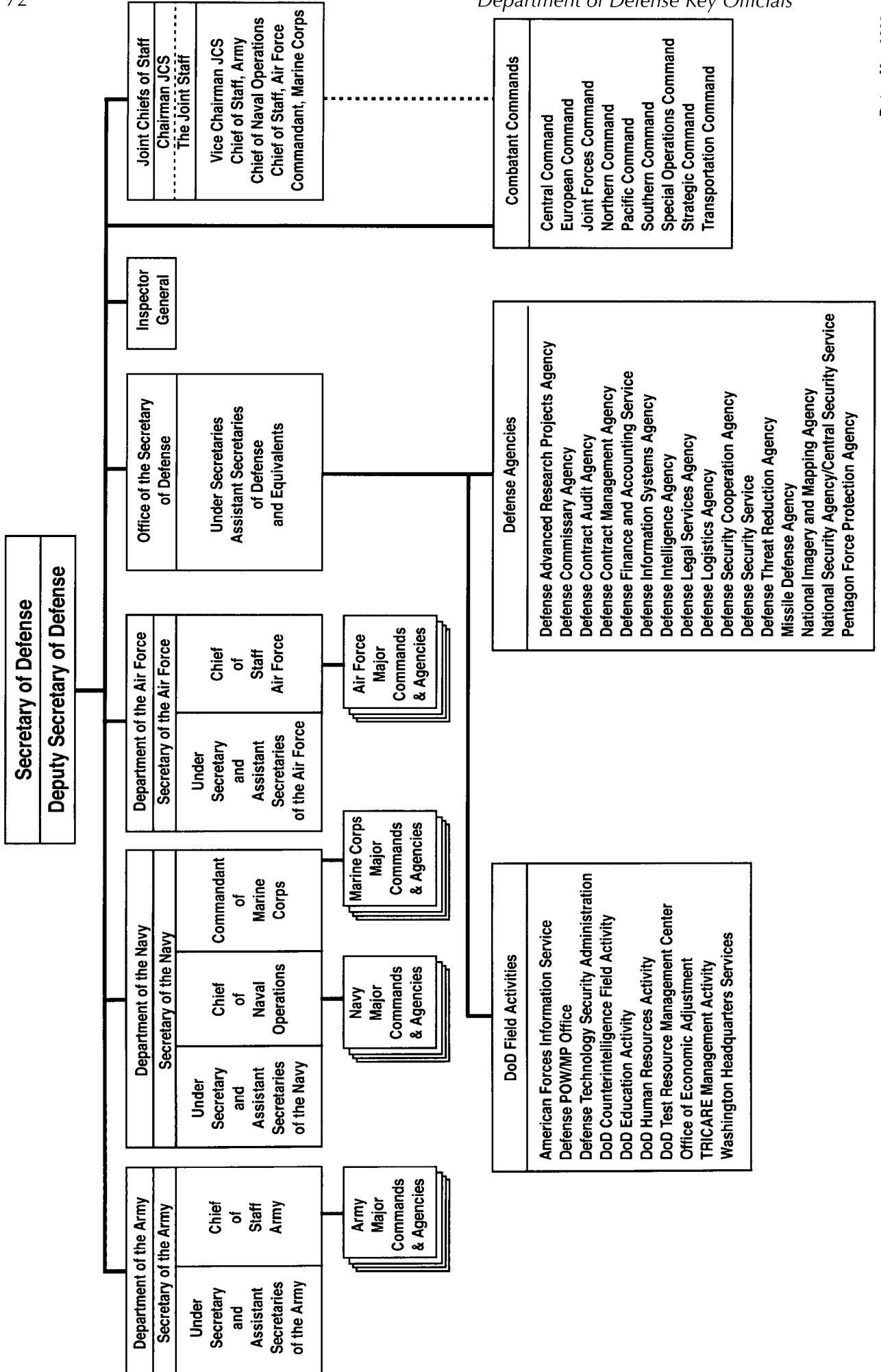
Washington Headquarters Services (WHS)

Established by Defense Directive 5110.4, 1 October 1977. The director, administration and management, serves as director, WHS.

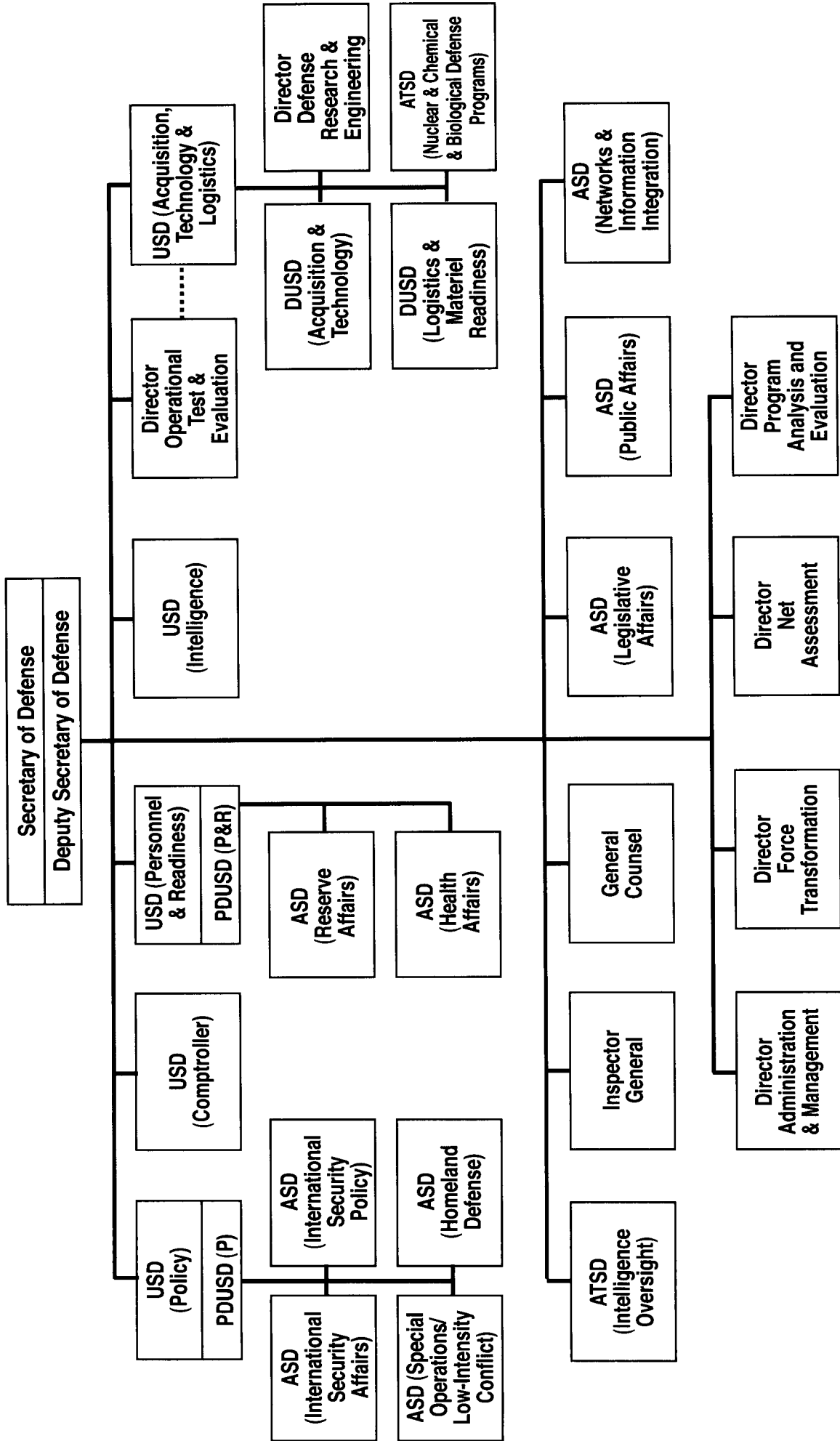
Director—Raymond F. DuBois

XI. Organization Charts

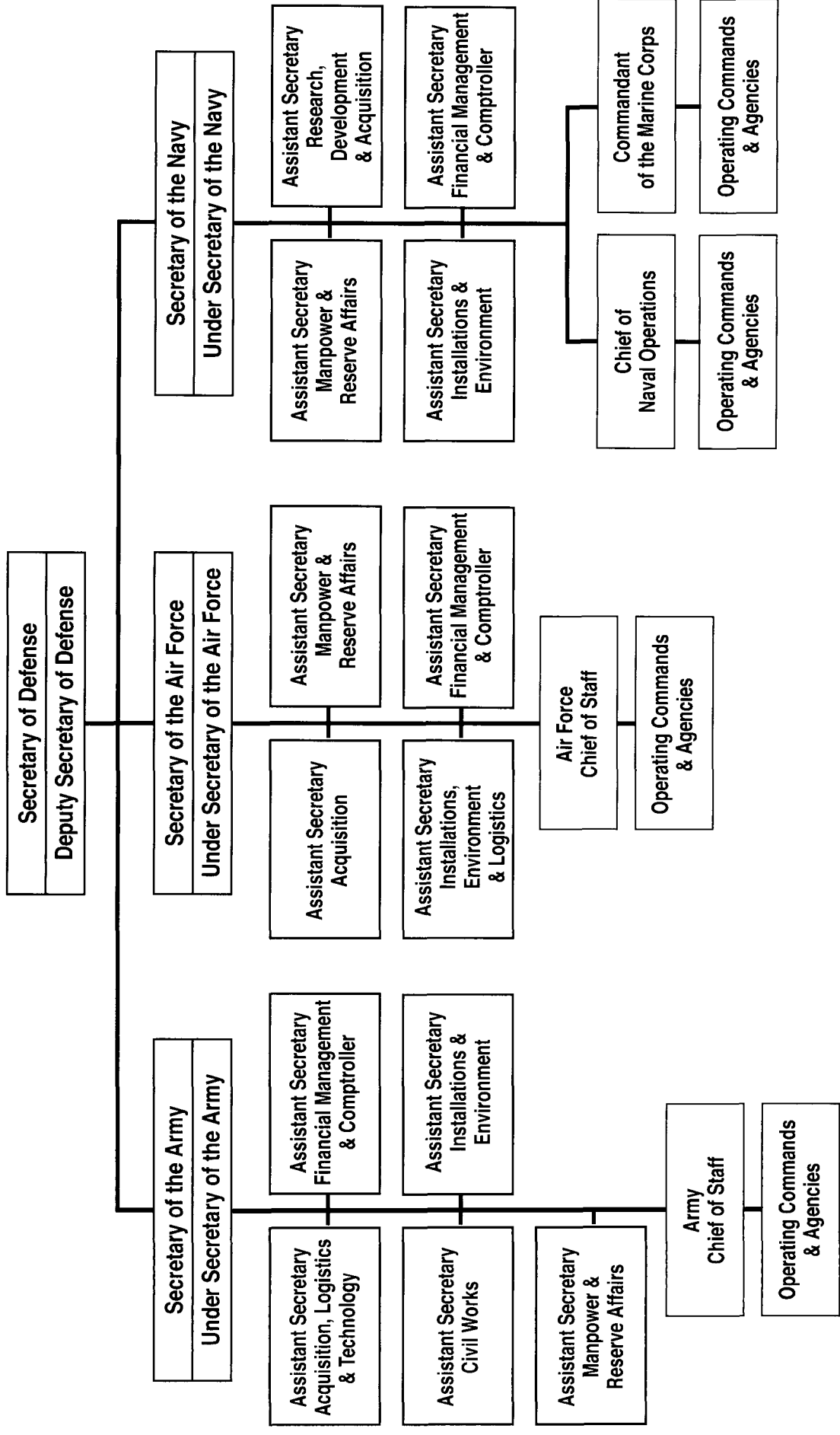
Department of Defense



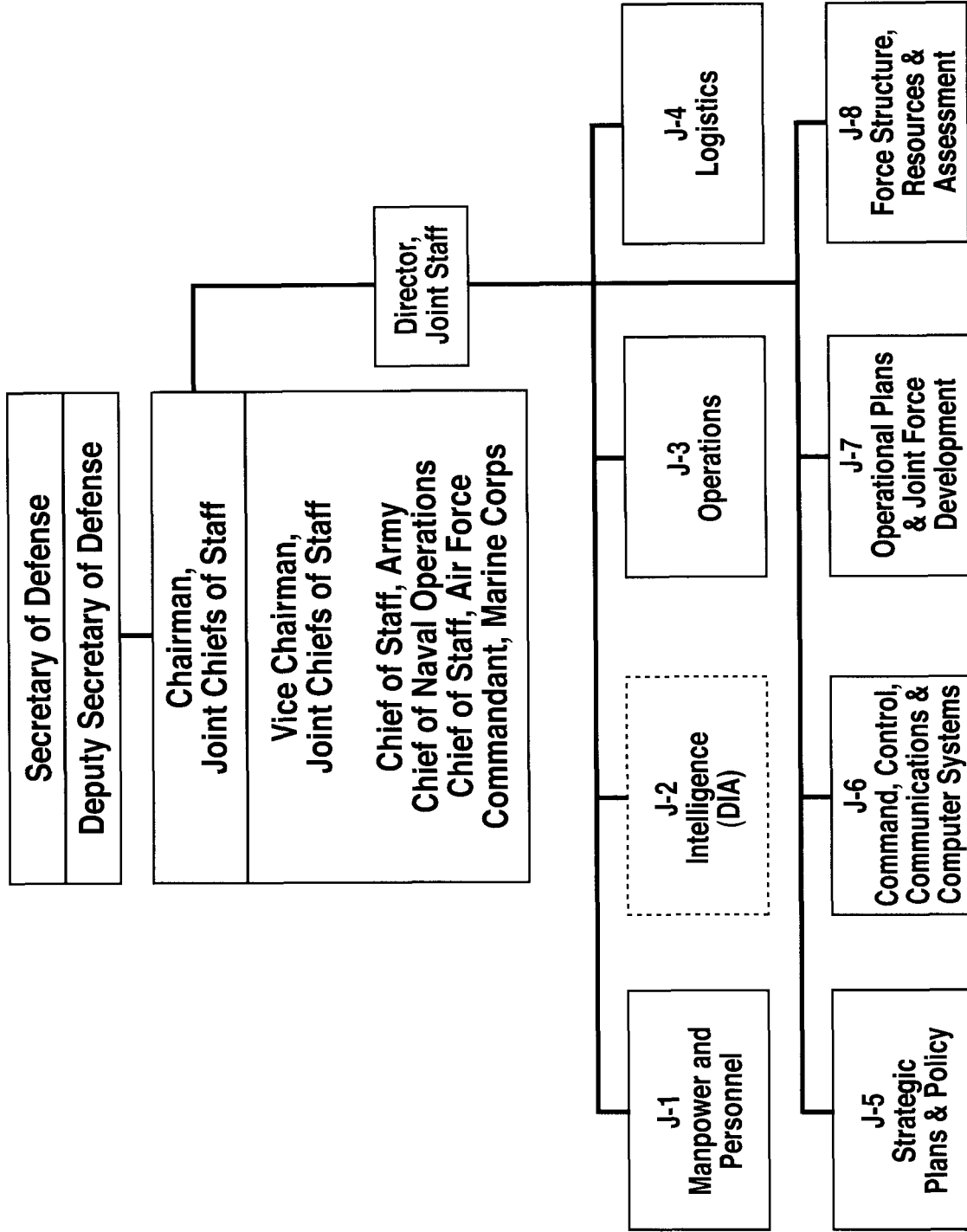
Office of the Secretary of Defense



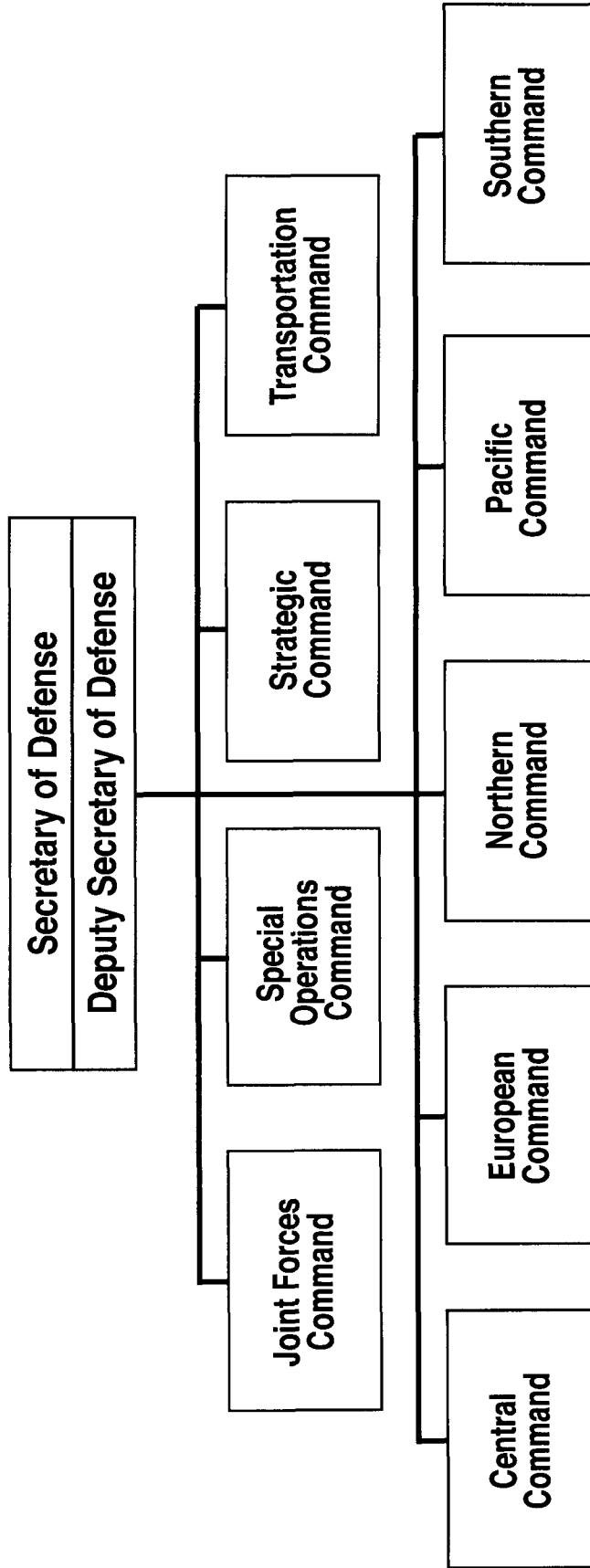
Military Departments



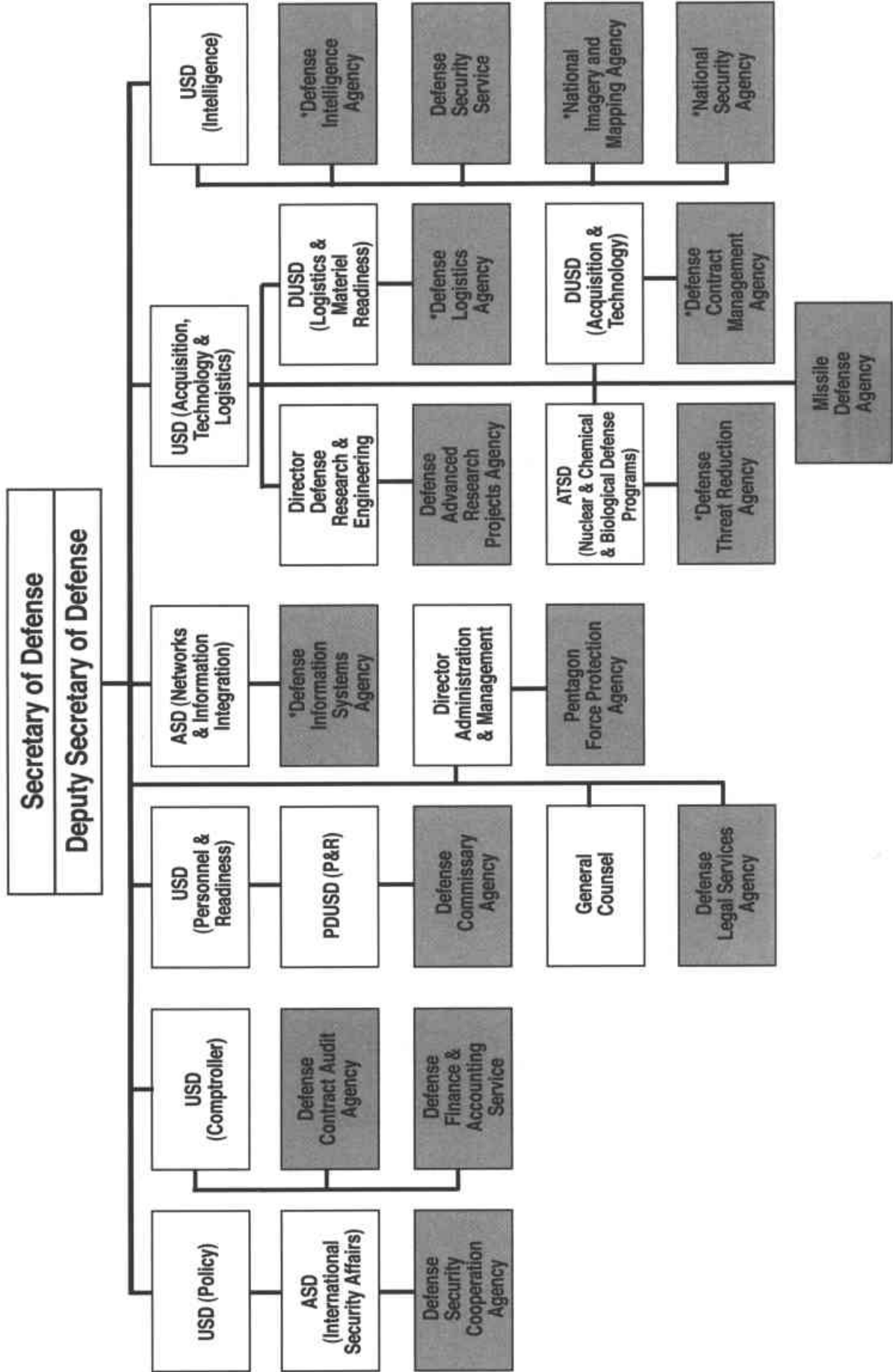
Joint Chiefs of Staff



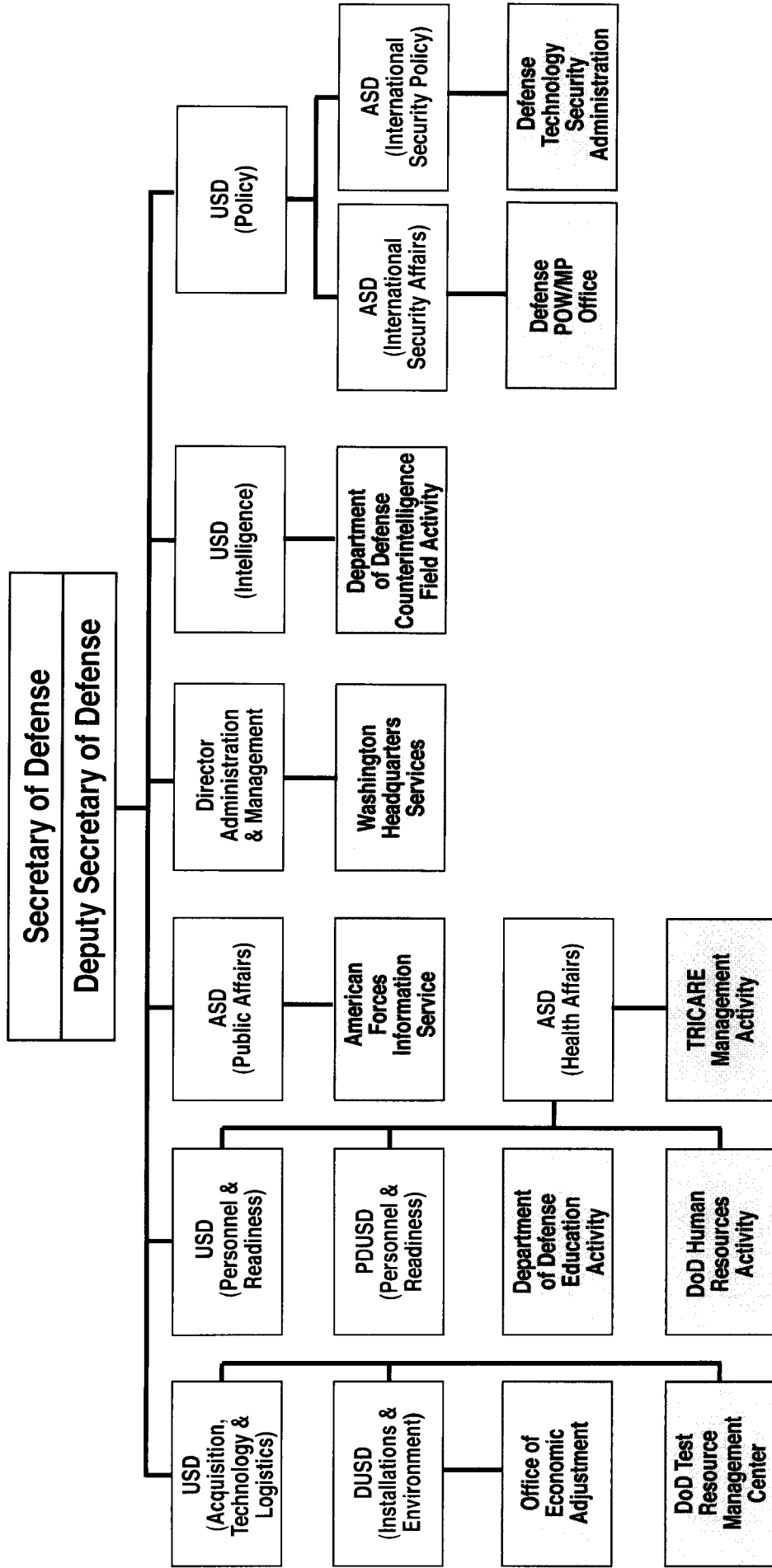
Combatant Commands



Defense Agencies



DoD Field Activities



XII. Tables

TABLE 1
Total Federal Outlays, FY 1945 - 2009
(\$ Millions)

Federal Unified Budget							
Fiscal Year	National Defense	Veterans Space International	Net Interest	Social & Economic	Agency Total	Undist. Offsetting Receipts	Grand Total
1945	82,965	2,023	3,112	6,001	94,101	-1,389	92,712
1946	42,681	4,400	4,111	5,508	56,700	-1,468	55,232
1947	12,808	12,135	4,204	6,901	36,048	-1,552	34,496
1948	9,105	11,023	4,341	6,938	31,407	-1,643	29,764
1949	13,150	12,651	4,523	10,290	40,614	-1,779	38,835
1950	13,724	13,507	4,812	12,336	44,379	-1,817	42,562
1951	23,566	9,173	4,665	10,442	47,846	-2,332	45,514
1952	46,089	8,032	4,701	12,241	71,063	-3,377	67,686
1953	52,802	6,638	5,156	15,076	79,672	-3,571	76,101
1954	49,266	6,209	4,811	13,966	74,252	-3,397	70,855
1955	42,729	6,898	4,850	17,460	71,937	-3,493	68,444
1956	42,523	7,355	5,079	19,272	74,229	-3,589	70,640
1957	45,430	8,207	5,354	21,733	80,724	-4,146	76,578
1958	46,815	8,791	5,604	25,580	86,790	-4,385	82,405
1959	49,015	8,849	5,762	33,085	96,711	-4,613	92,098
1960	48,130	8,798	6,947	33,136	97,011	-4,820	92,191
1961	49,601	9,666	6,716	36,547	102,530	-4,807	97,723
1962	52,345	12,484	6,889	40,377	112,095	-5,274	106,821
1963	53,400	13,338	7,740	42,635	117,113	-5,797	111,316
1964	54,757	14,751	8,199	46,529	124,236	-5,708	118,528
1965	50,620	16,023	8,591	48,902	124,136	-5,908	118,228
1966	58,111	17,354	9,386	56,223	141,074	-6,542	134,532
1967	71,417	17,637	10,268	65,436	164,758	-7,294	157,464
1968	81,926	16,927	11,090	76,236	186,179	-8,045	178,134
1969	82,497	16,313	12,699	80,117	191,626	-7,986	183,640
1970	81,692	16,563	14,380	91,646	204,281	-8,632	195,649
1971	78,872	17,099	14,841	109,467	220,279	-10,107	210,172
1972	79,174	18,697	15,478	126,915	240,264	-9,583	230,681
1973	76,681	19,223	17,349	145,863	259,116	-13,409	245,707
1974	79,347	22,047	21,449	163,265	286,108	-16,749	269,359

(continued)

TABLE 1 (CONTINUED)

Total Federal Outlays, FY 1945 - 2009
(\$ Millions)

Federal Unified Budget							
Fiscal Year	National Defense	Veterans Space International	Net Interest	Social & Economic	Agency Total	Undist. Offsetting Receipts	Grand Total
1975	86,509	26,634	23,244	209,547	345,934	-13,602	332,332
1976	89,619	28,190	26,727	241,642	386,178	-14,386	371,792
1977	97,241	28,032	29,901	268,923	424,097	-14,879	409,218
1978	104,495	30,209	35,458	304,304	474,466	-15,720	458,746
1979	116,342	31,310	42,633	331,219	521,504	-17,476	504,028
1980	133,995	38,334	52,533	386,021	610,883	-19,942	590,941
1981	157,513	41,069	68,766	438,934	706,282	-28,041	678,241
1982	185,309	41,831	85,032	459,670	771,842	-26,099	745,743
1983	209,903	42,962	89,808	499,667	842,340	-33,976	808,364
1984	227,413	47,933	111,102	497,362	883,810	-31,957	851,853
1985	252,748	49,045	129,478	547,823	979,094	-32,698	946,396
1986	273,375	47,235	136,017	566,810	1,023,437	-33,007	990,430
1987	281,999	45,356	138,611	574,571	1,040,537	-36,455	1,004,082
1988	290,361	48,270	151,803	610,988	1,101,422	-36,967	1,064,455
1989	303,559	49,812	168,981	658,506	1,180,858	-37,212	1,143,646
1990	299,331	54,431	184,347	751,671	1,289,780	-36,615	1,253,165
1991	273,292	60,113	194,448	835,872	1,363,725	-39,356	1,324,369
1992	298,350	63,009	199,344	860,232	1,420,935	-39,280	1,381,655
1993	291,086	66,011	198,713	891,065	1,446,875	-37,386	1,409,489
1994	281,642	67,030	202,932	948,045	1,499,649	-37,772	1,461,877
1995	272,066	66,917	232,134	989,140	1,560,257	-44,455	1,515,802
1996	265,753	63,174	241,053	1,028,175	1,598,155	-37,620	1,560,535
1997	270,505	67,597	243,984	1,069,137	1,651,223	-49,973	1,601,250
1998	268,456	67,756	241,119	1,122,448	1,699,779	-47,194	1,652,585
1999	274,873	70,901	229,756	1,166,806	1,742,336	-40,445	1,701,891
2000	294,495	76,726	222,951	1,237,182	1,831,354	-42,581	1,788,773
2001	305,500	74,768	206,168	1,324,345	1,910,781	-47,011	1,863,770
2002	348,555	86,808	170,951	1,452,048	2,058,362	-47,392	2,010,970
2003	404,920	91,106	153,076	1,562,917	2,212,019	-54,382	2,157,637
2004	453,684	108,268	156,264	1,659,939	2,378,155	-59,321	2,318,834
2005	450,586	120,694	177,909	1,713,762	2,462,951	-63,108	2,399,843
2006	436,147	114,884	213,362	1,786,327	2,550,720	-77,422	2,473,298
2007	447,074	114,545	246,202	1,863,101	2,670,922	-78,855	2,592,067
2008	467,063	121,071	274,644	1,937,511	2,800,289	-76,005	2,724,284
2009	487,181	124,206	299,143	2,023,096	2,933,626	-80,153	2,853,473

TABLE 2
U.S. Public Spending – Federal, State, & Local
and GDP, FY 1945-2009
(\$ Millions)

Fiscal Year	Total Federal Budget	State & Local Governments	Less Grants-in-aid	Net Total U.S. Public Spending	GDP
1945	92,712	9,200	-859	101,053	221,400
1946	55,232	11,028	-819	65,441	222,700
1947	34,496	14,000	-1,603	46,893	233,200
1948	29,764	17,684	-1,612	45,836	256,700
1949	38,835	20,200	-1,876	57,159	271,300
1950	42,562	22,787	-2,253	63,096	273,400
1951	45,514	24,400	-2,287	67,627	320,300
1952	67,686	26,098	-2,433	91,351	348,700
1953	76,101	27,910	-2,835	101,176	372,600
1954	70,855	30,701	-3,056	98,500	377,100
1955	68,444	33,724	-3,207	98,961	395,900
1956	70,640	36,711	-3,561	103,790	427,000
1957	76,578	40,375	-3,974	112,979	450,900
1958	82,405	44,851	-4,905	122,351	460,000
1959	92,098	48,887	-6,463	134,522	490,200
1960	92,191	51,876	-7,019	137,048	518,900
1961	97,723	56,201	-7,126	146,798	529,900
1962	106,821	60,206	-7,926	159,101	567,800
1963	111,316	63,977	-8,602	166,691	599,200
1964	118,528	69,302	-10,164	177,666	641,400
1965	118,228	74,678	-10,910	181,996	687,500
1966	134,532	82,843	-12,887	204,488	755,800
1967	157,464	93,350	-15,233	235,581	810,200
1968	178,134	102,411	-18,551	261,994	868,500
1969	183,640	116,728	-20,164	280,204	948,300
1970	195,649	131,332	-24,065	302,916	1,012,900
1971	210,172	150,674	-28,099	332,747	1,080,300
1972	230,681	168,549	-34,375	364,855	1,176,900
1973	245,707	181,357	-41,847	385,217	1,311,000
1974	269,359	198,959	-43,357	424,961	1,438,900

(continued)

TABLE 2 (CONTINUED)

**U.S. Public Spending – Federal, State, & Local
and GDP, FY 1945-2009**

(\$ Millions)

Fiscal Year	Total Federal Budget	State & Local Governments	Less Grants-in-aid	Net Total U.S. Public Spending	GDP
1975	332,332	230,722	-49,791	513,263	1,560,800
1976	371,792	256,731	-59,094	569,429	1,738,800
1977	409,218	274,215	-68,415	615,018	1,974,400
1978	458,746	296,984	-77,889	677,841	2,218,300
1979	504,028	327,517	-83,351	748,194	2,502,400
1980	590,941	369,086	-91,385	868,642	2,725,400
1981	678,241	407,449	-94,704	990,986	3,058,600
1982	745,743	436,733	-88,134	1,094,342	3,225,500
1983	808,364	466,516	-92,448	1,182,432	3,442,700
1984	851,853	505,008	-97,553	1,259,308	3,846,700
1985	946,396	553,899	-105,852	1,394,443	4,148,900
1986	990,430	605,623	-112,331	1,483,722	4,406,700
1987	1,004,082	657,134	-108,400	1,552,816	4,654,400
1988	1,064,455	704,921	-115,342	1,654,034	5,011,900
1989	1,143,646	762,360	-121,928	1,784,078	5,401,700
1990	1,253,165	834,818	-135,325	1,952,658	5,737,000
1991	1,324,369	908,108	-154,519	2,077,958	5,934,200
1992	1,381,655	981,253	-178,065	2,184,843	6,240,600
1993	1,409,489	1,030,434	-193,612	2,246,311	6,578,400
1994	1,461,877	1,077,665	-210,596	2,328,946	6,964,200
1995	1,515,802	1,149,863	-224,991	2,440,674	7,325,100
1996	1,560,535	1,193,276	-227,811	2,526,000	7,697,400
1997	1,601,250	1,249,984	-234,160	2,617,074	8,186,600
1998	1,652,585	1,318,042	-246,128	2,724,499	8,626,300
1999	1,701,891	1,402,369	-267,081	2,837,179	9,127,000
2000	1,788,773	1,506,797	-284,659	3,010,911	9,708,400
2001	1,863,770	1,626,063	-317,211	3,172,622	10,040,700
2002	2,010,970	1,715,000	-351,550	3,374,420	10,373,400
2003	2,157,637	1,805,000	-387,281	3,575,356	10,828,300
2004	2,318,834	1,895,000	-418,091	3,795,743	11,466,000
2005	2,399,843	1,990,000	-416,512	3,973,331	12,042,400
2006	2,473,298	2,090,000	-427,686	4,135,612	12,641,100
2007	2,592,067	2,195,000	-443,773	4,343,294	13,279,100
2008	2,724,284	2,305,000	-459,375	4,569,909	13,972,600
2009	2,853,473	2,420,000	-477,667	4,795,806	14,701,600

TABLE 3
Department of Defense TOA by Service, FY 1945-2009
(\$ Millions)

	FY 45	FY 46	FY 47	FY 48	FY 49	FY 50	FY 51	FY 52	FY 53	FY 54	FY 55
CURRENT DOLLARS											
Army	33,726	14,383	5,929	3,162	4,034	4,288	17,453	21,685	13,475	9,892	10,813
Navy	27,565	14,600	5,366	4,469	4,726	4,517	12,212	15,147	11,762	8,080	9,993
Air Force	18,156	7,510	2,825	4,097	4,244	5,323	15,102	19,986	18,650	12,029	12,469
Defense-Wide	57	85	140	175	200	208	405	371	396	428	514
Total, Current Dollars	79,504	36,578	14,260	11,903	13,204	14,337	45,173	57,188	44,283	30,429	33,790
CONSTANT FY 2005 DOLLARS											
Army	480,728	236,359	84,838	49,314	56,604	53,655	150,316	192,863	137,366	109,477	108,262
Navy	377,455	211,880	70,479	56,079	56,453	52,670	108,283	141,717	115,641	89,154	97,709
Air Force	245,687	109,692	36,534	44,426	46,841	53,421	125,157	171,319	161,573	111,203	110,376
Defense-Wide	1,251	1,592	2,005	2,368	2,667	2,900	3,398	3,289	3,460	3,957	4,350
Total, Constant Dollars	105,122	559,523	193,856	152,187	162,566	162,646	387,154	509,188	418,040	313,791	320,697
PERCENT REAL GROWTH											
Army	0.0	-50.8	-64.1	-41.9	14.8	-5.2	180.2	28.3	-28.8	-20.3	-1.1
Navy	0.0	-43.9	-66.7	-20.4	0.7	-6.7	105.6	30.9	-18.4	-22.9	9.6
Air Force	0.0	-55.4	-66.7	21.6	5.4	14.0	134.3	36.9	-5.7	-31.2	-0.8
Total	0.0	-49.4	-65.4	-21.5	6.8	0.0	138.0	31.5	-17.9	-24.9	2.2

(continued)

TABLE 3 (CONTINUED)
Department of Defense TOA by Service, FY 1945-2009
(\$ Millions)

	FY 56	FY 57	FY 58	FY 59	FY 60	FY 61	FY 62	FY 63	FY 64	FY 65	FY 66
CURRENT DOLLARS											
Army	9,901	9,919	9,757	9,555	9,867	10,528	12,467	11,826	12,275	12,219	18,510
Navy	10,615	10,805	11,550	12,148	11,727	12,820	14,592	14,657	14,450	14,856	19,185
Air Force	16,997	18,449	19,158	19,599	17,662	20,098	19,730	20,427	19,958	19,428	23,309
Defense-Wide	552	551	659	892	1,001	1,197	1,645	2,511	2,864	3,057	3,526
Total, Current Dollars	38,065	39,724	41,124	42,193	40,257	44,643	48,434	49,420	49,547	49,560	64,531
CONSTANT FY 2005 DOLLARS											
Army	94,988	93,718	87,493	82,729	82,925	85,040	98,155	92,826	92,306	89,645	118,070
Navy	98,942	98,737	99,644	100,419	95,052	101,809	112,766	111,269	105,708	104,859	122,781
Air Force	135,777	141,273	141,261	139,745	127,524	139,701	138,824	141,156	135,436	129,172	143,780
Defense-Wide	4,451	4,348	4,992	6,054	6,789	8,006	10,785	16,103	18,068	19,153	21,515
Total, Constant Dollars	334,158	338,076	333,390	328,948	312,290	334,555	360,529	361,354	351,517	342,828	406,145
PERCENT REAL GROWTH											
Army	-12.3	-1.3	-6.7	-5.5	0.2	2.5	15.4	-5.4	-0.6	-2.9	31.7
Navy	1.3	-0.2	0.9	0.8	-5.4	7.1	10.8	-1.3	-5.0	-0.8	17.1
Air Force	23.0	4.0	0.0	-1.1	-8.8	9.5	-0.6	1.7	-4.1	-4.6	11.3
Total	4.2	1.2	-1.4	-1.3	-5.1	7.1	7.8	0.2	-2.7	-2.5	18.5

(continued)

TABLE 3 (CONTINUED)
Department of Defense TOA by Service, FY 1945-2009
(\$ Millions)

	FY 67	FY 68	FY 69	FY 70	FY 71	FY 72	FY 73	FY 74	FY 75	FY 76	FY 77
CURRENT DOLLARS											
Army	22,369	24,962	25,769	23,963	22,280	22,094	21,480	21,548	21,644	23,759	26,703
Navy	21,190	20,781	21,552	22,462	21,691	24,041	25,324	26,934	27,962	31,360	36,353
Air Force	24,270	24,974	25,857	23,875	23,016	23,799	24,696	24,772	26,024	28,395	31,145
Defense-Wide	3,760	4,247	4,575	5,213	5,859	6,533	7,425	8,439	10,501	12,144	13,367
Total, Current Dollars	71,590	74,965	77,752	75,512	72,846	76,467	78,925	81,693	86,132	95,658	107,567
CONSTANT FY 2005 DOLLARS											
Army	137,504	147,418	146,578	129,194	114,471	103,628	92,852	86,262	80,960	82,833	85,666
Navy	130,686	123,436	122,248	119,192	107,651	108,401	105,245	103,031	98,250	101,882	107,735
Air Force	144,941	143,745	141,910	124,697	114,513	109,465	104,673	96,213	91,838	93,274	94,221
Defense-Wide	22,634	24,671	25,604	27,190	28,155	29,536	31,718	33,114	36,192	38,115	39,141
Total, Constant Dollars	435,765	439,270	436,340	400,273	364,790	351,030	334,488	318,621	307,240	316,103	326,764
PERCENT REAL GROWTH											
Army	16.5	7.2	-0.6	-11.9	-11.4	-9.5	-10.4	-7.1	-6.2	2.3	3.4
Navy	6.4	-5.6	-1.0	-2.5	-9.7	0.7	-2.9	-2.1	-4.7	3.7	5.7
Air Force	0.8	-0.8	-1.3	-12.1	-8.2	-4.4	-4.4	-8.1	-4.6	1.6	1.0
Total	7.3	0.8	-0.7	-8.3	-8.9	-3.8	-4.7	-4.8	-3.6	2.9	3.4

(continued)

TABLE 3 (CONTINUED)

Department of Defense TOA by Service, FY 1945-2009
(\$ Millions)

	FY 78	FY 79	FY 80	FY 81	FY 82	FY 83	FY 84	FY 85	FY 86	FY 87	FY 88
CURRENT DOLLARS											
Army	28,950	31,497	34,572	43,177	52,099	57,359	61,516	72,760	73,770	75,241	76,346
Navy	39,504	41,694	46,984	57,050	68,034	78,951	80,553	93,124	93,259	95,132	102,364
Air Force	32,877	34,873	41,556	52,370	65,017	73,440	85,304	96,499	93,932	93,621	90,268
Defense-Wide	14,797	16,657	18,871	22,952	25,517	25,743	27,898	13,790	17,178	18,723	18,827
Total, Current Dollars	116,128	124,721	141,983	175,549	210,667	235,493	255,271	276,173	278,140	282,718	287,806
CONSTANT FY 2005 DOLLARS											
Army	85,798	86,634	87,187	95,912	105,258	109,927	113,279	127,807	126,175	125,218	122,315
Navy	107,883	105,076	105,972	115,125	126,943	140,614	139,483	155,955	152,799	151,145	156,100
Air Force	92,250	89,881	93,445	104,415	118,264	128,324	143,688	157,769	150,923	146,692	137,608
Defense-Wide	40,431	42,057	42,837	46,726	48,989	47,369	49,406	23,059	27,586	28,965	28,057
Total, Constant Dollars	326,362	323,648	329,441	362,178	399,455	426,235	445,855	464,589	457,484	452,021	444,080
PERCENT REAL GROWTH											
Army	0.2	1.0	0.6	10.0	9.7	4.4	3.0	12.8	-1.3	-0.8	-2.3
Navy	0.1	-2.6	0.9	8.6	10.3	10.8	-0.8	11.8	-2.0	-1.1	3.3
Air Force	-2.1	-2.6	4.0	11.7	13.3	8.5	12.0	9.8	-4.3	-2.8	-6.2
Total	-0.1	-0.8	1.8	9.9	10.3	6.7	4.6	4.2	-1.5	-1.2	-1.8

(continued)

TABLE 3 (CONTINUED)
Department of Defense TOA by Service, FY 1945-2009
(\$ Millions)

	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99
CURRENT DOLLARS											
Army	78,562	79,131	92,498	74,709	66,731	63,087	63,953	65,463	64,664	64,001	69,331
Navy	98,195	98,597	101,477	89,927	84,995	77,981	78,585	79,560	79,171	81,958	84,398
Air Force	94,713	93,244	91,189	83,048	79,566	74,938	73,773	74,230	73,170	76,543	80,862
Defense-Wide	20,069	20,384	25,457	37,510	38,364	35,334	37,904	35,800	37,181	36,620	38,138
Total, Current Dollars	291,540	291,356	310,620	285,195	269,655	251,339	254,215	255,052	254,186	259,123	272,729
CONSTANT FY 2005 DOLLARS											
Army	120,910	118,550	130,720	106,201	91,780	85,098	84,075	83,726	80,980	77,920	81,623
Navy	145,374	142,020	139,526	122,415	113,188	100,831	99,346	98,328	96,097	96,554	97,928
Air Force	138,515	132,696	122,959	111,369	103,397	95,814	93,294	91,675	88,326	89,756	92,720
Defense-Wide	28,560	27,929	33,514	46,902	50,305	45,876	48,027	44,821	45,574	44,322	44,903
Total, Constant Dollars	433,359	421,195	426,719	386,886	358,668	327,619	324,742	318,551	310,977	308,552	317,174
PERCENT REAL GROWTH											
Army	-1.2	-2.0	10.3	-18.8	-13.6	-7.3	-1.2	-0.4	-3.3	-3.8	4.8
Navy	-6.9	-2.3	-1.8	-12.3	-7.5	-10.9	-1.5	-1.0	-2.3	0.5	1.4
Air Force	0.7	-4.2	-7.3	-9.4	-7.2	-7.3	-2.6	-1.7	-3.7	1.6	3.3
Total	-2.4	-2.8	1.3	-9.3	-7.3	-8.7	-0.9	-1.9	-2.4	-0.8	2.8

(continued)

TABLE 3 (CONTINUED)

Department of Defense TOA by Service, FY 1945-2009
(\$ Millions)

	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09
CURRENT DOLLARS										
Army	73,264	78,047	86,099	122,268	134,478	97,155	102,654	108,022	113,700	116,548
Navy	88,509	96,117	101,778	123,887	120,756	119,439	125,526	130,216	137,494	148,179
Air Force	83,368	90,051	100,266	125,770	124,815	120,542	128,229	132,594	138,752	142,703
Defense-Wide	41,818	42,845	67,235	61,098	70,125	64,830	66,246	72,988	75,669	80,241
Total, Current Dollars	286,958	307,060	355,378	433,024	450,174	401,966	422,656	443,819	465,615	487,671
CONSTANT FY 2005 DOLLARS										
Army	83,509	86,625	92,396	127,523	137,006	97,155	100,209	102,856	105,538	105,378
Navy	99,894	105,229	108,469	129,175	123,097	119,439	122,765	124,409	128,264	135,018
Air Force	93,481	97,762	106,214	130,746	127,061	120,542	125,600	127,048	129,946	130,547
Defense-Wide	48,094	48,247	72,977	64,463	71,899	64,830	64,273	68,697	68,994	70,937
Total, Constant Dollars	324,978	337,863	380,056	451,907	459,062	401,966	412,847	423,010	432,742	441,880
PERCENT REAL GROWTH										
Army	2.3	3.7	6.7	38.0	7.4	-29.1	3.1	2.6	2.6	-0.2
Navy	2.0	5.3	3.1	19.1	-4.7	-3.0	2.8	1.3	3.1	5.3
Air Force	0.8	4.6	8.6	23.1	-2.8	-5.1	4.2	1.2	2.3	0.5
Total	2.5	4.0	12.5	18.9	1.6	-12.4	2.7	2.5	2.3	2.1

TABLE 4
Department of Defense Manpower, FY 1940-2005
 (End Strength in Thousands)

Fiscal Year	Active Duty Military					Civilian Workforce					Total DoD Manpower	Defense Related Employment in Industry	Total Defense Related Manpower
	Army	Navy	Marine Corps	Air Force	Full Time Gd&Res	Army	Navy including Marines	Air Force	Defense Agencies & Other	Total Civilians			
1940	218	161	28	51	-	137	119	-	-	256	714	314	1,028
1941	1,310	284	54	152	-	329	227	-	-	556	2,356	2,500	4,856
1942	2,311	641	143	764	-	852	432	-	-	1,284	5,143	10,000	15,143
1943	4,797	1,742	309	2,197	-	1,545	648	-	-	2,193	11,238	13,361	24,599
1944	5,622	2,981	476	2,372	-	1,503	736	-	-	2,239	13,690	12,600	26,290
1945	5,984	3,320	470	2,282	-	1,881	747	-	-	2,628	14,684	11,000	25,684
1946	1,435	978	156	456	-	927	489	-	-	1,416	4,441	1,168	5,609
1947	685	498	93	306	-	503	356	-	-	859	2,441	786	3,227
1948	554	418	85	388	-	303	347	152	1	803	2,248	958	3,206
1949	660	448	86	419	-	310	343	166	2	821	2,434	732	3,166
1950	593	381	74	411	-	261	293	154	2	710	2,169	713	2,882
1951	1,532	737	193	788	-	487	452	261	2	1,202	4,452	2,400	6,852
1952	1,596	824	232	983	-	515	481	310	2	1,308	4,943	3,600	8,543
1953	1,534	794	249	978	-	884	470	382	2	1,738	5,293	4,118	9,411
1954	1,405	726	224	948	-	720	433	371	2	1,526	4,829	2,975	7,804
1955	1,109	661	205	960	-	651	433	397	2	1,483	4,418	2,500	6,918
1956	1,026	670	201	910	-	592	416	333	2	1,343	4,150	2,500	6,650
1957	998	676	201	920	-	571	411	417	2	1,401	4,196	2,850	7,046
1958	899	640	189	871	-	530	381	373	2	1,286	3,885	2,800	6,685
1959	862	626	176	840	-	497	375	364	2	1,238	3,742	2,700	6,442
1960	873	617	171	815	-	473	365	355	2	1,195	3,671	2,460	6,131
1961	859	626	177	821	-	472	363	346	2	1,183	3,666	2,600	6,266
1962	1,066	666	191	885	*	476	365	349	20	1,210	4,018	2,725	6,743
1963	976	665	189	870	*	459	360	337	32	1,188	3,888	2,550	6,438
1964	973	668	189	857	*	430	347	322	38	1,137	3,824	2,280	6,104
1965	969	672	190	825	*	414	343	317	42	1,116	3,772	2,125	5,897
1966	1,200	745	261	887	*	450	367	336	69	1,222	4,315	2,640	6,955
1967	1,442	751	285	897	*	516	416	349	76	1,357	4,732	3,100	7,832
1968	1,570	765	307	905	*	510	429	339	75	1,353	4,900	3,174	8,074
1969	1,512	776	310	862	*	531	438	349	72	1,390	4,850	2,916	7,766
1970	1,322	692	260	791	1	480	388	328	68	1,264	4,330	2,399	6,729
1971	1,123	623	212	755	1	452	362	313	63	1,190	3,904	2,031	5,935
1972	811	588	198	726	1	446	353	300	60	1,159	3,483	1,985	5,468
1973	801	564	196	691	1	406	334	288	72	1,100	3,353	1,850	5,203
1974	783	546	189	644	1	409	335	289	75	1,108	3,271	1,860	5,131

* Indicates less than 500 Full-Time National Guardsmen and Reservists. Data prior to 1962 not available.

TABLE 4 (CONTINUED)

Department of Defense Manpower, FY 1940-2005
(End Strength in Thousands)

Fiscal Year	Active Duty Military					Full Time Gd&Res	Total Military	Civilian Workforce					Total DoD Manpower	Defense Related Employment in Industry	Total Defense Related Manpower
	Army	Navy	Marine Corps	Air Force	Navy including Marines			Air Force	Defense Agencies & Other	Total Civilians					
1975	784	535	196	613	1	2,129	401	326	278	73	1,078	3,207	1,800	5,007	
1976	779	524	192	585	1	2,081	390	321	262	72	1,045	3,126	1,690	4,816	
1977	782	530	192	570	1	2,075	372	318	255	77	1,022	3,097	1,730	4,827	
1978	771	530	191	569	1	2,062	371	317	251	77	1,016	3,078	1,765	4,843	
1979	758	522	185	559	7	2,031	359	310	245	77	991	3,022	1,860	4,882	
1980	777	527	188	558	13	2,063	361	309	244	77	991	3,054	1,990	5,044	
1981	781	540	191	570	19	2,101	372	321	246	80	1,019	3,120	2,085	5,205	
1982	780	553	192	583	22	2,130	378	319	248	82	1,027	3,157	2,290	5,447	
1983	780	558	194	592	39	2,163	391	339	251	83	1,064	3,227	2,415	5,642	
1984	780	565	196	597	46	2,184	403	342	253	87	1,085	3,269	2,735	6,004	
1985	781	571	198	602	55	2,207	420	353	264	92	1,129	3,336	2,980	6,316	
1986	781	581	199	608	64	2,233	413	342	263	94	1,112	3,345	3,315	6,660	
1987	781	587	200	607	69	2,244	418	353	264	98	1,133	3,377	3,625	7,002	
1988	772	593	197	576	71	2,209	393	348	253	96	1,090	3,299	3,430	6,729	
1989	770	593	197	571	72	2,203	403	354	261	99	1,117	3,320	3,275	6,595	
1990	751	583	197	539	74	2,144	380	341	249	103	1,073	3,217	3,115	6,332	
1991	725	571	195	511	75	2,077	365	329	233	117	1,044	3,121	3,045	6,166	
1992	611	542	185	470	72	1,880	334	309	214	149	1,006	2,886	2,840	5,726	
1993	572	510	178	444	71	1,775	294	285	202	156	937	2,712	2,620	5,332	
1994	541	469	174	426	68	1,678	280	269	196	156	901	2,579	2,460	5,039	
1995	509	435	174	400	65	1,583	267	249	186	147	849	2,432	2,315	4,747	
1996	491	417	175	389	66	1,538	259	240	183	138	820	2,358	2,210	4,568	
1997	492	396	174	378	64	1,504	247	223	180	136	786	2,290	2,215	4,505	
1998	484	382	173	367	64	1,470	237	210	174	126	747	2,217	2,180	4,397	
1999	479	373	173	361	65	1,451	227	204	169	120	720	2,171	2,240	4,411	
2000	482	373	173	356	65	1,449	221	197	163	117	698	2,147	2,425	4,572	
2001	481	378	173	354	65	1,451	220	194	160	113	687	2,138	2,520	4,658	
2002	487	383	174	368	66	1,478	224	195	157	111	687	2,165	2,825	4,990	
2003	499	382	178	375	66	1,500	224	198	159	107	689	2,189	3,175	5,364	
2004	482	374	175	359	70	1,461	223	194	160	109	686	2,147	3,465	5,612	
2005	482	366	175	360	72	1,455	224	193	163	108	688	2,143	3,475	5,618	

Notes: Air Force civil service employment is included in the Army prior to 1948 and identified separately thereafter. Beginning in 1953, the civilian workforce figures include both U.S. and foreign national direct hires and the foreign national indirect hire employees that support U.S. forces overseas. Beginning with FY 1996, Federal civilian workforce is measured in Full-Time Equivalents (FTE) on this table.

Navy reserve personnel on active duty for Training and Administration of Reserves (TARS) are included in the active Navy prior to FY 1980 and in the Full-Time Guard and Reserve thereafter. Active Duty Military includes the activation of 25,652 National Guard and Reservists in FY 1990, 17,059 National Guard and Reservists in FY 1991, and 954 National Guard and Reservists in FY 1992 pursuant to sections 672 and 673, Title 10 U.S.C., to support Operation Desert Shield/Desert Storm.