



The Directors of the Joint Staff



1947-2020

Cover: Secretary of Defense Robert S. McNamara holds a spontaneous conference outside his office at the Pentagon on 17 August 1964. From left to right: General Earle G. Wheeler, USA, chairman of the Joint Chiefs of Staff; Secretary McNamara; Cyrus R. Vance, deputy secretary of defense; and Lieutenant General David A. Burchinal, USAF, director of the Joint Staff.

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Joint History and Research Office
Office of the Chairman of the Joint Chiefs of Staff
Washington, DC ♦ 2020

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Foreword

Since 1947, fifty-five general/flag officers have served as the director of the Joint Staff. In addition to overseeing the day-to-day operations of the Joint Staff, the directors have also served as members of the Joint Requirements Oversight Council and as chairman of the operations deputies in responding to a wide range of global crises and conflicts. Directors have found themselves at the center of every major strategic-level political-military discussion and decision. One indicator of the position's level of responsibility: more than two-thirds of the directors went on to earn a fourth star, and most became either combatant commanders or service chiefs. This book documents the military careers of these extraordinary individuals and provides insight into how they shaped the directorship as we know it today.

DAVID B. CRIST, PhD
Executive Director for Joint History

The Directorship of the Joint Staff

President Harry S. Truman signed the National Security Act of 1947 on 26 July of that year. It provided for a National Military Establishment, headed by a secretary of defense and included the Joint Chiefs of Staff (JCS) as well as the Departments of the Army, Navy, and Air Force. At that time, the JCS consisted of the chief of naval operations, the chiefs of staff for the Army and Air Force, and the chief of staff to the commander in chief. The act also established a Joint Staff to assist the Joint Chiefs in discharging their duties. It specified:

There shall be, under the Joint Chiefs of Staff, a Joint Staff to consist of not to exceed one hundred officers and to be composed of approximately equal numbers of officers from each of the three armed services. The Joint Staff, operating under a Director thereof appointed by the Joint Chiefs of Staff, shall perform such duties as may be directed by the Joint Chiefs of Staff. The Director shall be an officer junior in grade to all members of the Joint Chiefs of Staff.

At the behest of the JCS, Major General Alfred M. Gruenther, USA, became the first director of the Joint Staff on 25 August 1947. A month after taking office, he presented the Chiefs with a proposed charter that outlined the scope and responsibilities of his position as well as a tentative Joint Staff organization and recommendations for basic staff procedures. In accordance with the National Security Act, Major General Gruenther envisioned the Joint Staff's purpose as assisting the Joint Chiefs in meeting their responsibilities as a planning, coordinating, and advisory body rather than as an operating or implementing group. The Joint Chiefs concurred and approved the charter on 26 October 1947.

The director's principal duties included supervising, coordinating the work of, and assigning problems and studies to appropriate components of the Joint Staff to ensure the necessary reports were completed and submitted to the Joint Chiefs. Although the charter did not grant authority for the director to approve or disapprove a report before submission, it did allow for the inclusion of director's recommendations.

With a statutory limit of 100 personnel, the initial Joint Staff consisted of the director's office and three staff groups: Joint Intelligence, Joint Logistics Plans, and

Joint Strategic Plans. Other JCS committees, while not directly part of the Joint Staff, also fell under the director's general oversight. These were the Joint Communications Board, the Joint Civil Affairs Committee, the Joint Military Transportation Committee, the Joint Meteorological Committee, the Army-Navy Petroleum Board, and the Joint Munitions Allocation Committee.

The size, composition, and functions of the Joint Staff and the JCS continued to evolve over the years. A major change came in 1949 when the National Security Amendments Act of 1949 instituted a permanent chairman of the Joint Chiefs of Staff (CJCS) to replace the tentative position of chief of staff to the commander in chief. The new CJCS, General of the Army Omar N. Bradley, served as the presiding member of the JCS and as their principal conduit to the secretary of defense and the president. At that time, however, he had no authority over the other Chiefs nor was he allowed to vote. That limitation enabled the service chiefs to dictate what consensus-based advice they chose to present to civilian leaders. The act also raised the number of personnel authorized to serve on the Joint Staff to 200.

Other significant changes occurred during the administration of President Dwight D. Eisenhower. Shortly after taking office in 1953, he issued Reorganization Plan No. 6 to enhance civilian control of the military and streamline operational authority over the joint force. Eisenhower's plan removed the Chiefs from the chain of command and limited their authority to an equip, train, and support role so that operational control descended from the president to the secretary of defense, secretaries of the military departments, and the unified commanders. At the same time, the director's duties expanded to include acting as the "principal executive agent of the chairman," and assuring collaboration between all levels of the Joint Staff and their counterparts in the Office of the Secretary of Defense. The plan also empowered the secretary of defense to approve the director's appointment.

The Department of Defense Reorganization Act of 1958 brought forth additional changes. President Eisenhower emphasized that the days of discrete land, sea, and air campaigns were over and called for greater unification throughout the military. He envisioned a robust Joint Staff that could provide the operational and planning support previously supplied by the separate services, as well as combat forces that were "singly led and prepared to fight as one, regardless of Service." Among other aspects of the Reorganization Act, Congress empowered

the chairman to vote on JCS matters, assign duties to the Joint Staff, and appoint a director of the Joint Staff in consultation with the other Chiefs and with the secretary of defense's approval. Additionally, Congress raised the statutory limit on the size of the Joint Staff to 400.

President Eisenhower also directed the secretary of defense to replace the Joint Staff's traditional committee system with the numbered J-directorates of a conventional military staff, thereby enabling it to collaborate more efficiently with similar staff structures at the unified and specified commands. The new Joint Staff included the following directorates: personnel (J-1), intelligence (J-2), operations (J-3), logistics (J-4), plans and policy (J-5), communications-electronics (J-6), Joint Military Assistance Affairs, Joint Advanced Study Group, and the Joint Programs Office.

The new staff structure proved sufficiently flexible to meet most military requirements during and after the Vietnam War. The responsibilities and organization of the JCS remained relatively unchanged for two decades. Its size, however, expanded and contracted in relation to the wartime buildup and peacetime drawdown of forces. This affected the size and scope of the Organization of the Joint Chiefs of Staff (OJCS). In 1967, the term of office for the service chiefs was extended to four years, followed by a legal change in 1978 making the commandant of the Marine Corps a full member of the JCS. The chairman's term remained two years with the possibility of a one-time reappointment.

By the early 1980s, there emerged increasing demands for JCS reform. That included criticism from Air Force General David C. Jones, ninth CJCS, who advocated for enhanced unification, additional authority for the chairman, and consolidation of strategic planning and assessment within the operational chain of command. Jones's efforts took root between 1983 and 1984, starting with a removal of the restriction that limited a director's tour to three years and an elimination of the prohibition against former directors being reassigned to the Joint Staff. Other changes increased the director's scope and responsibility. For example, the newly established Joint Planning for Space, Joint Analysis Directorate, and the Special Operations and Strategic Plans and Resource Analysis Agencies all fell under the director's purview. Along with the vice chiefs of the services, the director also became a member of the Joint Requirements and Management Board (JRMB)

established to monitor the development and acquisition of joint programs. The JRMB evaluated potential joint military requirements, selected candidates for joint development and acquisition, oversaw cross-service requirements and management issues, and resolved service differences arising after initiation of joint programs. Two years later, the members changed the name of the JRMB to the Joint Requirements Oversight Council (JROC).

Despite these and other changes, many critics believed additional reform was required. Congress addressed those reforms through the Goldwater-Nichols Department of Defense Reorganization Act of 1986, which strengthened the position of chairman and bestowed new powers upon the unified and specified commands. Perhaps most significantly, it established the chairman as the principal military advisor to the president, National Security Council, and secretary of defense. Additionally, the chairman became the senior-most military officer, senior to each of the joint chiefs. The director assumed responsibility for all functions that previously belonged to the corporate JCS. To assist the chairman with the expanded duties, Congress formally created the position of vice chairman of the JCS. The incumbent of this new position became the chairman of the JROC and vice chairman of the Defense Acquisition Board, as well as a full member of the JCS.

The Goldwater-Nichols Act placed the director and the Joint Staff under the direct authority of the chairman and empowered the chairman to select or suspend any member of the organization. It also eliminated the 400-officer manpower cap but stipulated that the total number of military and civilian personnel assigned to the Joint Staff would not exceed 1,627. That figure reflected the then-current size of the OJCS and enabled the Joint Staff to grow in size and scope to encompass the entire JCS organization. Subsequent changes to the actual structure of the Joint Staff included establishment of the Operational Plans and Interoperability Directorate (J-7) and the Force Structure, Resources, and Assessment Directorate (J-8).

The nation's military underwent a significant reduction in force after the Cold War ended in 1991. Although its roles and missions did not decline, the size of Joint Staff contracted by 15 percent and membership dropped to 1,364 by 1994. There were few changes to the overall structure of the Joint Staff during the next

two decades. Internal realignment occurred as the directorates adapted to new humanitarian, peacekeeping, and antiterrorism missions around the globe.

Transformation remained the watchword into the first decade of the twenty-first century. Some believed more cost-effective advances in technology could offset numerical reductions in equipment and manpower. The Joint Staff found itself caught in such a transformation that, despite the onset of conflicts in Afghanistan and Iraq, cut a further 15 percent from the staff in 2002. The Joint Staff did however succeed in thwarting repeated efforts to economize by reducing personnel and consolidating what some perceived to be duplicate staff functions under the Office of the Secretary of Defense. One other notable change occurred during this decade, with the 2005 creation of the position of senior enlisted advisor to the chairman to assist the CJCS and secretary of defense in all matters relating to enlisted personnel.

Major reorganization occurred again in 2012. Congress directed the incorporation of the chief of the National Guard Bureau (elevated to a four-star billet in 2008) as a full-fledged member of the JCS. Furthermore, with the disestablishment of US Joint Forces Command, some of the command's organizations and missions found new homes in the Joint Staff. As the Joint Staff absorbed those functions into the J-3 and J-7 directorates, its size grew beyond 2,000 personnel. Yet with these increases, the Budget Control Act of 2011, sequestration, and congressional legislation mandated cuts in the size of the Joint Staff that required the director to continually seek new ways to economize on the Joint Staff's size and structure.

As the decade wound to a close, demands from increased global challenges led the Joint Staff to undertake new initiatives as a global integrator in order to balance competing requirements from multiple combatant commands. This new responsibility provided a means for the chairman to provide military advice to the defense secretary and the president for better priority and unity of effort for the joint force around the globe.

THE DIRECTORS



Major General Alfred M. Gruenther, USA
17 Sep 1947–19 Sep 1949

General Gruenther graduated from the US Military Academy in 1917 and received a commission in the field artillery the following year. His early career followed the normal progression, alternating between command and staff assignments, and included a tour as a mathematics instructor at West Point. It was punctuated by attendance at Command and General Staff School in 1937 and the Army War College in 1939. During World War II, he rose in rank from colonel to major general, while serving consecutively as chief of staff for 3rd Army, 5th Army, and 15th Army Group. He was instrumental in planning and executing the invasions of French North Africa and Italy, and subsequent campaigns in the Apennines. By the war's end, he was appointed deputy commanding general of US Forces in Austria. After the war, he served briefly as deputy commandant of the newly formed National War College before becoming the first director of the Joint Staff and an advisor to Secretary of Defense James V. Forrestal from 1947 to 1949. As director of the Joint Staff, he was instrumental in establishing the Joint Staff as a small coordinating, planning, and integrating office. Since the position of chairman of the Joint Chiefs of Staff (CJCS) had not yet been created, his focus was on helping adjudicate disagreements between services on the roles and missions of the Joint Staff and the allocation of resources. He was later appointed deputy chief of staff of the Army for plans. In 1950, he returned to Europe, where he received his fourth star and served consecutively as the chief of staff and commander of Supreme Headquarters Allied Powers Europe. Widely respected as a soldier-statesman, he retired from that post in 1956.



Rear Admiral Arthur C. Davis, USN

20 Sep 1949–1 Nov 1951

Admiral Davis graduated from the US Naval Academy in 1915. After qualifying as a naval aviator in 1923, he served at the Navy's Bureau of Ordnance and later headed the Plans Division at the Bureau of Aeronautics. He was instrumental in developing early dive bombing sights and techniques. He commanded the air group aboard the aircraft carrier USS *Ranger* in 1934, followed in 1939 by command of the seaplane tender USS *Langley*. At the onset of World War II, he was serving as air officer on the Pacific Fleet staff. After commanding the USS *Enterprise* during the Solomon Islands campaign, he was promoted to rear admiral and assigned to Atlantic Fleet aviation commands before becoming assistant chief of staff in 1943. A year later, he was appointed chief of staff for the Fifth Fleet, where he participated in the battles for Iwo Jima and Okinawa, and then assumed command of Carrier Division 5. After the war, he served as the deputy US military representative to the NATO Military Staff Committee. As director of the Joint Staff from 1949 to 1951, he coordinated military planning in response to the Soviet Union's first nuclear test. He assisted in the reevaluation of the US position in the world and the buildup of conventional and nuclear forces to halt the spread of Soviet influence. He was director during the tumultuous early campaigns of the Korean War. Promoted to vice admiral in 1951, he served consecutively as the deputy US representative to the Standing Group, NATO; deputy assistant secretary of defense for international security affairs; and the US Navy's director of foreign military affairs. Upon retirement in 1955, he received his fourth star in recognition of his exemplary combat service.



Lieutenant General Charles P. Cabell, USAF

2 Nov 1951–23 Apr 1953

General Cabell graduated from the US Military Academy in 1925. He served with the 12th Field Artillery for five years before transferring to the Army Air Corps. Following flight training he was assigned to the Panama Canal Zone, where he was adjutant to the 7th Observation Squadron before commanding the 44th Observation and then the 24th and 74th Pursuit Squadrons. Returning to the United States in 1934, he served as a flight instructor and post adjutant at Randolph Field, Texas. He then attended the Air Corps Tactical and Army Command and General Staff Schools. Upon graduation in 1940, he was assigned to the Photographic Laboratory in the Experimental Division at Wright Field, Ohio, then served as an observer with the Royal Air Force, and eventually became chief of the photo unit at Air Corps headquarters. Shortly after the onset of World War II, he was made chief of the advisory council to the commanding general of the Army Air Forces. After graduating from the first class of the Army and Navy Staff College, he deployed to Europe and assumed command of the 45th Combat Bombardment Wing in December 1943. As a brigadier general, he was appointed director of plans for the US Strategic Air Force in Europe the following spring. Several months later, he became director of operations and intelligence for the Mediterranean Air Forces. At the war's conclusion, he became chief of the Air Force's Strategy and Policy Division and later the Air Force's principal delegate to the United Nations (UN) Military Staff Committee. In 1949, after receiving his second star, he was designated director of Air Force Intelligence. As a lieutenant general, he served as director of the Joint Staff from 1951 to 1953. This period was characterized by rapid rearmament, some of the heaviest fighting of the Korean War, and escalation of the Cold War with the Soviet Union. He was next appointed deputy director of Central Intelligence, and he earned his fourth star before retiring in 1962.



Lieutenant General Frank F. Everest, USAF

24 Apr 1953–18 Mar 1954

General Everest graduated from the US Military Academy in 1928. He received a commission in the field artillery but soon transferred to the Army Air Corps. Following flight training, he was assigned to the 8th Attack Squadron. He completed the Air Technical School's armament course in 1933; served in various posts at Maxwell Field, Alabama; completed the Air Corps Tactical School in 1937; and then served with the 18th Pursuit Group at Wheeler Field, Hawaii. In 1939, he became an instructor at the Air Corps Technical School at Lowry Field, Colorado, and two years later reported to Army Air Force headquarters for duty in the Plans and Training Division. At the beginning of World War II, he was assigned to the War Department's Operations and Planning Division but soon reported to the Army's South Pacific Area of operations. He served successively as an air liaison, a commander of the 11th Heavy Bombardment Group at the New Hebrides and Guadalcanal, and an air officer at South Pacific Theater command. Returning to Air Corps headquarters early in 1944, he attained general officer rank and was detailed as director of the Joint War Plans Committee in the Office of the Assistant Chief of Air Staff for Plans. He remained at Air Corps headquarters after the war, serving simultaneously as the deputy assistant chief of air staff for plans and the Air Force representative to the Joint Staff for plans. In 1947, he assumed command of the Yukon Sector at Alaskan Air Command. A year later, following promotion to major general, he returned to Air Force headquarters and became the assistant chief of staff for operations. He commanded the Fifth Air Force throughout the second year of the Korean War. During this turbulent period, he was able to gain and maintain air superiority over the enemy and received his third star. After an abbreviated tour as deputy commander of Tactical Air Command, he became director of the Joint Staff from 1953 to 1954. As director, he understood President Dwight D. Eisenhower's desire to keep military spending within strict limits, and he assisted in the development of the Massive Retaliation Strategy. He subsequently served as deputy chief of staff for operations at Air Force headquarters. In 1957, he was promoted to general and appointed commander of US Air Forces Europe. He later led Tactical Air Command for two years before retiring in 1961.



Lieutenant General Lemuel Mathewson, USA

19 Mar 1954–14 Mar 1956

General Mathewson graduated from the US Military Academy in 1922 and received a commission in the artillery. Assignments during the interwar period varied. He attended graduate school in Madrid, taught Spanish at West Point, served as an instructor at the Field Artillery School, and graduated from the Command and General Staff College in 1939. At the beginning of World War II, he was assigned to the Operations and Plans Division of the War Department General Staff. Later, he served as an assistant aide to President Franklin D. Roosevelt, accompanying him during conferences in Cairo and Tehran. Early in 1944, he was appointed assistant commander of VII Corps Artillery. As brigadier general, he served as commander of XVIII Airborne Corps artillery during the liberation of Europe. After the war, he served consecutively as chief of staff at Caribbean Defense Command, coordinator of the Inter-American Defense Board, and artillery commander for the 11th Airborne Division. As a major general in the early 1950s, he led US Berlin Command and then US Communications Zone–Europe. In 1954, he was promoted to lieutenant general and appointed director of the Joint Staff, a post he held for two years. During that period, the Joint Chiefs of Staff (JCS) grappled with twin crises in Indochina and the Formosa Straits. He also assisted Admiral Arthur W. Radford in adopting President Dwight D. Eisenhower’s “New Look” National Security Policy that provided for massive atomic retaliation in event of general war. He assisted the CJCS in establishing the Continental Air Defense Command in 1954. Later assignments included command of V Corps in Europe and then US Sixth Army. He retired in 1958 but was recalled to active duty by President Eisenhower a year later to head the Inter-American Defense Board until 1961.



Vice Admiral Bernard L. Austin, USN

15 Mar 1956–31 Mar 1958

Admiral Austin graduated from the US Naval Academy in 1924. After two years on board the battleship USS *New York*, he joined the submarine service and was assigned to the USS *R-10* and then the USS *R-6* in Hawaii. He later taught physics and chemistry at the Naval Academy, before taking command of the USS *R-11* in 1934. After serving briefly as executive officer of the presidential yacht USS *Potomac*, he was appointed press relations officer for the Navy Department. Assignment to the American embassy in London as deputy special naval observer followed in 1940. Shortly after US entry into World War II, he assumed command of the destroyer USS *Woolsey* and distinguished himself during the invasion of North Africa. After transferring to the Pacific, he commanded the destroyer USS *Foote*, Destroyer Division 46, and then Destroyer Squadron 14, distinguishing himself again during operations in the Solomon Islands area. After achieving flag rank, he became assistant chief of staff for administration at Pacific Fleet and Pacific Ocean Area headquarters. Following the war, he served consecutively as secretary of the State-War-Navy Coordinating Committee, a student at the newly established National War College, and special assistant to the assistant chief of naval operations for politico-military affairs at the Department of the Navy. During the latter tour, he studied at the British Imperial Defense College. He took command of Service Squadron 3 in 1950 and supported UN operations during the first year of the Korean War. Then, as director of the International Affairs Division of the Office of the Chief of Naval Operations, he became the first Navy member of the National Security Council staff. After commanding Cruiser Division 2, he joined the staff of Supreme Headquarters Allied Powers Europe in 1955. The following year, he was promoted to vice admiral and appointed director of the Joint Staff. During his two-year tenure, the Joint Chiefs dealt with the ongoing Suez Canal crisis and faced growing problems in the strategic realm arising from the Soviet Union's acquisition of ICBM capability and the launching of Sputnik in October 1957. He subsequently commanded Second Fleet, served as president of the Naval War College, and chaired the Inter-American Defense Board until retiring in 1967. A year later, he was recalled to active duty to lead the investigation into the USS *Scorpion* disappearance.



Lieutenant General Oliver S. Picher, USAF

1 Apr 1958–31 Mar 1960

Lieutenant General Picher graduated from Harvard University in 1928, enlisted as an aviation cadet, earned his flight wings, and was commissioned successively in the Air Reserve and Regular Army. Early assignments were with the 6th and 35th Pursuit Squadrons. After attending the maintenance engineering armament course at the Air Corps Technical School in 1936, he joined the 9th Bomb Group and later the 31st Bomb Squadron. Duty at advanced flying schools was followed by staff assignments at Army Air Force headquarters in 1941, first in organization and equipment and then as executive officer to chief of staff for operations. Later in the war, he commanded the 307th Bombardment Group in the South Pacific before returning to Washington, DC, to serve in the Operations Division of the War Department General Staff. After the war, he attended the National War College and was subsequently assigned as executive officer to the director of plans and operations. Following promotion to brigadier general in 1948, he became chief of the operations division at Air Force headquarters. In that capacity, he resourced aircraft to support the Berlin Airlift. He began a three-year tour at Far East Air Force in 1949, serving consecutively as commanding officer of 315th Air Division, inspector general, and director of personnel. He returned to Washington, DC, as a major general to become the assistant for programming under the Air Force's deputy chief of staff for operations. In 1955, he joined the Joint Staff and was appointed deputy director of strategic plans. Three years later, he advanced to lieutenant general and became director of the Joint Staff. During his tenure with the JCS, he oversaw US intervention in Lebanon and confrontation with China over the islands of Quemoy and Matsu. He also assisted the CJCS in the creation of the Joint Strategic Targeting Planning Staff and the Single Integrated Operational Plan to improve nuclear target assignments, and command and control. When President Dwight D. Eisenhower enacted reforms to enhance interservice cooperation, Lieutenant General Picher suggested that the Joint Staff abandon its traditional committee-group system in favor of functionally numbered directorates. He retired from the Air Force in 1960.



Lieutenant General Earle G. Wheeler, USA

1 Apr 1960–24 Feb 1962

General Wheeler graduated from the US Military Academy in 1932. Early assignments were with the 29th Infantry Regiment at Fort Benning and—after completing the Infantry School in 1937—with the 15th Infantry Regiment in China and at Fort Lewis, Washington. He later taught mathematics at West Point, served as aide to the commander of the 36th Infantry Division, and completed Command and General Staff College in 1942. Battalion command in the 141st Infantry Regiment was followed by such staff assignments as assistant chief of staff for operations in the 99th Infantry Division and chief of staff for the 63rd Infantry Division during the final European campaigns of World War II. After the war, he taught at the Field Artillery School before serving as assistant chief of staff for supply at the Western Base Section in Paris and operations officer for the US Constabulary in occupied Germany. Upon graduation from the Army War College in 1950, he joined the Joint Intelligence Group at the Pentagon. The following year, he took command of the 351st Infantry Regiment in Italy. After attaining general officer rank in 1952, he became the assistant chief of staff for plans and operations at Allied Forces headquarters in Southern Europe. Promoted to major general in 1955, he served as director of plans in the Office of the Deputy Chief of Staff for Plans and Operations, and then assistant deputy chief of staff for military operations at Army headquarters in Washington, DC. He assumed command of the 2nd Armored Division in 1958 and led III Corps a year later. In 1960, he received his third star and was appointed director of the Joint Staff. During his tenure, the Joint Chiefs addressed the nation's early involvement in Vietnam. He was also the director during the Bay of Pigs operation in Cuba and the US military response to the East German construction of a wall around West Berlin. He also assisted the secretary of defense and the CJCS in the establishment of US Strike Command. Two years later, he was promoted to general and served consecutively as deputy commander of US Forces in Europe and chief of staff of the Army. In 1964, he became the CJCS. He held that post for an unprecedented six years before retiring in 1970.



Vice Admiral Herbert D. Riley, USN
25 Feb 1962–23 Feb 1964

Admiral Riley graduated from the US Naval Academy in 1927. After serving on board the battleship USS *New Mexico*, he became a naval aviator. In the 1930s, he flew with a variety of scouting, patrol, and fighting squadrons that were attached to light and heavy cruisers, and to the aircraft carrier USS *Ranger*. Later, he was assigned to Anacostia Naval Air Station, Washington, DC, as a pilot for VIPs before serving on the command staffs of Carrier Division One and Patrol Wings. During World War II, he participated in the Guadalcanal campaign, served at Navy Bureau of Aeronautics, and commanded the escort carrier USS *Makassar Strait* during the battle for Okinawa. After the war, he was assigned to the staff of Joint Task Force One during Operation CROSSROADS, the testing of nuclear weapons at Bikini Atoll. He later attended the National War College, served in the Strategic Plans Section of Naval Operations, and was an assistant to Secretaries of Defense James V. Forrestal and Louis A. Johnson. In the early 1950s, he served concurrently as the assistant chief of staff for plans at US Atlantic Command and NATO's Supreme Allied Command, Atlantic. After returning to sea duty in 1953, he commanded the attack carrier USS *Coral Sea* for a year before becoming chief of staff for Carrier Division Two. Following service in the International Affairs Division of Naval Operations, he led Carrier Division One. In 1958, he became chief of staff at US Pacific Command. He next served as deputy chief of naval operations for operations and readiness before being appointed director of the Joint Staff in 1962. During his tenure, the Joint Chiefs responded to the Cuban missile crisis and oversaw increased American involvement in South Vietnam. He also worked closely with the service chiefs in supporting a limited Test Ban Treaty on nuclear weapons, which was signed with the Soviet Union in September 1963. He retired from active duty in 1964.



Lieutenant General David A. Burchinal, USAF

24 Feb 1964–31 Jul 1966

General Burchinal graduated from Brown University in 1938. Two years later, after completing pilot training, he received a commission in the Army Air Corps. At the onset of World War II, he was aide to the head of Air Service Command with duty in Washington, DC, and London, England. Early in 1943, he joined the 330th Bomb Group, where he served as operations officer and deputy commander before becoming the assistant operations officer for the 16th Bombardment Operations Training Wing. Assignment to Ottawa, Canada, as a military attaché followed. In 1944, he reported to the 313th Bombardment Wing and subsequently deployed to the Pacific Theater of Operations, where he was operations officer and then deputy chief of staff. Early in 1945, he became the deputy operations officer for the 21st Bomber Command and, just prior to the war's end, he was designated operations officer for the 20th Air Force. After the war, he joined the Strategic Bombing Survey, which assessed the effectiveness of strategic bombing against Germany and Japan. He was an inaugural member of the Air War College faculty and eventually became the assistant chief of its Air Strategy Division. Following staff assignments at Air Force headquarters and the Air Force Council in the early 1950s, he took command of the 40th and 43rd Bombardment Wings and later became chief of staff at Eighth Air Force. After returning to Washington, DC, in 1958, he joined the Joint Staff as deputy director of operations. Two years later, he was promoted to lieutenant general and assigned as deputy chief of staff for plans and operations at Air Force headquarters. He was appointed director of the Joint Staff in 1964. During his two-year tenure, he responded to the Gulf of Tonkin incident and continued to guide the expansion of America's combat role in Vietnam. He worked hard to develop plans for prepositioning supplies and equipment in Europe to compensate for a shift of troops to Vietnam. Under his leadership, the Joint Staff worked diligently to translate the Flexible Response strategy into a complete plan. Upon receiving his fourth star, he assumed the role of deputy commander at US European Command until retirement in 1973.



Lieutenant General Andrew J. Goodpaster, USA

1 Aug 1966–31 Mar 1967

General Goodpaster graduated from the US Military Academy in 1939. During World War II, he commanded an engineer company in Panama; was the executive officer of the 390th Engineer Regiment at Camp Claiborne, Louisiana; and led the 48th Engineer Combat Battalion in North Africa and Italy. After being severely wounded, he was reassigned to the General Staff of the War Department in Washington, DC, and helped plan for the occupation of Japan. After the war, he served on the Joint War Plans Committee of the Joint Staff and then attended Princeton University, where he earned a master's degree in engineering and a doctorate in international relations. In the early 1950s, he began a series of staff assignments, including service on the Joint Advanced Study Commission of the Joint Staff, as special assistant to the chief of staff at Supreme Headquarters Allied Powers Europe, and as staff secretary to President Dwight D. Eisenhower and defense liaison to the White House from 1954 to 1961. After a brief tour as the assistant commander of 3rd Infantry Division, he was promoted to major general and took command of the 8th Infantry Division in Europe. In 1962, he was appointed special assistant for policy to the CJCS. He received his third star two years later and advanced to become the chairman's assistant. In 1966, he was appointed director of the Joint Staff. During his eight-month tour, the Joint Chiefs continued to oversee US involvement in Vietnam. Principally, the Joint Staff reviewed General William C. Westmoreland's request for 100,000 more troops for Vietnam and continued planning on the ROLLING THUNDER air campaign. The nascent antiwar movement also grew during this time. Additionally, the Soviet Union deployed antiballistic missiles around Moscow to protect its ICBMs. This resulted in increased US planning to deploy a similar system in 1967. After serving on the Joint Staff, Goodpaster was assigned to be commandant of the National War College. Subsequently, he worked briefly as senior military advisor to Ambassador Averell Harriman, the lead US negotiator with the North Vietnamese in Paris. He was promoted to general in 1968 and served as deputy commander of US Military Assistance Command, Vietnam, until June 1969. He next concurrently commanded US European Command and NATO. He retired from those posts in 1974 but was recalled to active duty three years later to serve as superintendent of West Point until 1981.



Lieutenant General Berton E. Spivy Jr., USA

1 Apr 1967–31 Jul 1968

General Spivy graduated from the US Military Academy in 1934 and received a commission in the artillery. Additional education acquired throughout his career included the battery and field officer's courses, the British Land and Air Warfare School, and the National War College. During World War II, he served as chief of the Field Artillery Branch (G-1) at Army Ground Forces and then as plans and operations officer for the Seventh Army artillery in the European Theater of Operations. After the war, he was the deputy logistics officer for the First Army and later led the 15th Field Artillery Battalion. He also served as commandant of the Special Weapons School and commander of the Special Weapons Unit Training Group, Armed Forces Special Weapons Project, at Sandia Base, New Mexico. In 1959, he attained flag rank and took command of the 7th Infantry Division artillery in Korea. A year later, he returned to command the 1st Field Artillery Missile Brigade. Joint tours followed, first as chief of the JCS Liaison Group to the Director, Joint Strategic Target Planning, and then as director of plans and operations at US European Command. In 1964, he assumed command of the 3rd Armored Division. A year later, he was promoted to lieutenant general and assigned to the Joint Staff, where he served consecutively as director of plans and policy and then, beginning in April 1967, as director of the Joint Staff. During his sixteen-month tour, the Joint Chiefs advocated for increased troop strength in South Vietnam and responded to North Vietnam's Tet Offensive. Although a military failure, the Tet Offensive eroded support for the war in the United States. Opinion in Washington, DC, and across the country changed, leaving the Joint Chiefs practically alone in clinging to the Lyndon B. Johnson administration's original objectives. Additionally, the Joint Staff had to contend with other issues—growing tensions between Greece and Turkey over Cyprus, the escalating antiwar movement at home, and the outbreak of war in June 1967 between Israel and its Arab neighbors that resulted in a rebalancing of power in the Middle East. Additionally, the Joint Staff had to contend with heightened tensions in NATO due to the Soviet invasion of Czechoslovakia. He was also the director during the North Korean capture of the USS *Pueblo* and heightened tensions on the Korean Peninsula. Upon receiving his fourth star, he served as US representative to the NATO Military Committee until his retirement in 1971.



Vice Admiral Nels C. Johnson, USN

1 Aug 1968–19 Jul 1970

Admiral Johnson graduated from the US Naval Academy in 1934. His early assignments were as a watch and division officer on board the aircraft carrier USS *Lexington* and then as chief engineer for the destroyers USS *Herbert*, USS *Ringgold*, and USS *Reid*. In that capacity, he survived the Japanese attack on Pearl Harbor. He reported to the destroyer USS *McClanahan* in 1942. While serving as the ship's executive officer, he participated in the defense of the Aleutian Islands and then as commanding officer led the crew during operations in the Mediterranean and North Atlantic. Later, he was executive officer of the Surface Division, Anti-Submarine Development Detachment, US Atlantic Fleet. After the war, he commanded the destroyer USS *Witek* and then held a series of staff positions at Atlantic Fleet, North Atlantic Ocean Regional Planning Group, and Supreme Allied Command–Atlantic. During the Korean War, he commanded Destroyer Division 262 and defended Wonsan Harbor throughout the summer of 1952. After returning to Washington, DC, he led the Command Policy Section of the Strategic Plans Division in the Office of the Chief of Naval Operations (OCNO) and then attended the National War College. In 1956, he assumed command of the attack transport USS *Arneb* and completed a six-month Antarctic cruise. A year later, he became head of the Joint and International Plans Branch of the Strategic Plans Division in the OCNO. In 1959, he assumed command of the heavy cruiser USS *Helena* for one year before undertaking duties as Seventh Fleet's chief of staff. Returning to sea duty he commanded Amphibious Group 3 until 1963, when he became chief of the Strategic Plans and Policy Division of the Joint Staff's Plans and Policy Directorate. After serving as deputy chief of staff for Foreign Military Aid at the US Pacific Command, he was promoted to vice admiral and returned to the Pentagon in May 1967. He subsequently served as the Joint Staff's director of plans and policy until August 1968, when he was appointed director of the Joint Staff. During his tenure as director, the Joint Chiefs dealt with the withdrawal of US forces from South Vietnam, supported peace negotiations with North Vietnam, coordinated attacks on enemy sanctuaries in Cambodia, and prepared for strategic arms limitation talks with the Soviet Union. During his tenure, the Joint Staff worked diligently with the services to realign and reduce bases in Japan without giving an impression of US disengagement from the Far East. In July 1970, he took charge of amphibious forces assigned to the US Pacific Fleet, a post he held until retiring two years later.



Lieutenant General John W. Vogt, USAF

20 Jul 1970–7 Apr 1972

General Vogt left Tusculum College in 1941 to become an Army Air Corps Aviation cadet and received his commission after completing pilot training the following year. He served in Europe during World War II, first as a flight commander with the 63rd Fighter Squadron and then as commander of the 360th Fighter Squadron. During two combat tours, he destroyed eight German aircraft. Later, he commanded the First Air Base Squadron and Ibura Army Base in Brazil. After the war, he attended Yale and Columbia Universities, earning bachelor's and master's degrees in international relations. In 1951, he was assigned to the Office of the Special Assistant to the Joint Chiefs of Staff for National Security Council Affairs. Four years later, he was appointed assistant deputy for plans and operations at Far East Air Forces, and then as special assistant to the chief of staff at US Pacific Command. In 1960, he was assigned to the Office of the Deputy Chief of Staff for Plans and Programs at Air Force headquarters, where he served as the assistant director of plans for joint matters. In 1963, he was appointed director of the policy planning staff in the Office of the Assistant Secretary of Defense for International Security Affairs. Two years later, he became the deputy for plans and operations at Pacific Air Forces. Three years after that, he returned to Air Force headquarters as the assistant deputy chief of staff for plans and operations. He joined the Joint Staff in 1969, serving as director for operations until July 1970 and then as director of the Joint Staff through April 1972. During his two-year tenure, the Joint Chiefs responded to civil war in Jordan and implemented "Vietnamization" of the conflict in Southeast Asia. The Chiefs supported President Richard M. Nixon's initiative for rapprochement with China in February 1972. Additionally, they completed plans for base closures associated with the reversion of Okinawa to Japan while minimizing the impact on the defense of the Western Pacific. Promoted to general in April 1972, Vogt assumed concurrent duties as commander of Seventh Air Force and deputy commander of the US Military Assistance Command, Vietnam. At that time he assisted in coordination for Operations LINEBACKER I and LINEBACKER II in response to North Vietnam's Easter Offensive and coordinated the withdrawal of US forces from South Vietnam. In 1973, he assumed command of Pacific Air Forces, and then a year after that he became commander of US Air Forces, Europe, and Allied Air Forces, Central Europe. He retired from active duty in 1975.



Lieutenant General George M. Seignious II, USA

12 Jun 1972–31 May 1974

Lieutenant General Seignious graduated from the Citadel in 1942 and was commissioned in the Army infantry. He served in the European Theater of Operations during World War II, rising from platoon leader to operations officer in the 20th Armored Infantry Battalion before becoming the 10th Armored Division's assistant operations officer. After the war, he fulfilled various staff and training roles while assigned to the Joint Military Commission in Brazil and then at Caribbean Command. Upon returning to the United States, he served as operations and executive officer of the 714th Tank Battalion and then as commander of the 44th Tank Battalion. In 1952, he was appointed assistant executive secretary to the Joint Chiefs. Three years later, he attended the Joint Services Staff College in England before joining the Military Assistance Advisory Group in Spain. Following his return to the United States in 1957, he served three years as military assistant to Secretary of the Army William M. Bruckner and then attended the National War College. He subsequently spent the next four years in Europe, where he served successively as commander of the 11th Armored Cavalry Regiment, branch chief at US Army Europe, and chief of staff of the 3rd Infantry Division. After attaining general officer rank in 1964, he was appointed director of the policy planning staff in the Office of the Assistant Secretary of Defense (International Security Affairs). Two years later, he became assistant commander (maneuver) of the 2nd Infantry Division in Korea. In 1967, he returned to the Joint Staff and served as deputy director of the Plans and Policy Directorate for one year before being appointed senior military advisor for the Paris Peace Talks on Vietnam. Following promotion to major general, he took command of the 3rd Infantry Division in Germany and later became US commander, Berlin. Returning to the Pentagon in 1971, he served concurrently as deputy assistant secretary of defense for international security affairs and director of the Defense Security Assistance Agency. A year later, he received his third star and assumed the duties of director of the Joint Staff. During his tenure, the Joint Chiefs directed a major bombing campaign against North Vietnam and supported the ratification of the Paris Peace Accords. In October 1973, when Egypt and Syria attacked Israeli forces in occupied territory that Israel had won from them during the 1967 Six Day War, the JCS supervised a large airlift of arms to Israel directed by President Richard M. Nixon. Also the Joint Staff was deeply involved in planning for the 1 July 1973 transition to an all-volunteer force. Lieutenant General Seignious retired in 1974 to serve as president of the Citadel. In 1979, President Ronald W. Reagan gave him the rank of ambassador and appointed him director of the US Arms Control and Disarmament Agency.



Vice Admiral Harry D. Train II, USN

1 Jun 1974–30 Jun 1976

Admiral Train graduated from the US Naval Academy in 1949 and served on board the destroyer USS *Harry E. Hubbard* during the first months of the Korean War. He entered the submarine service in 1951 and was subsequently assigned to the USS *Wahoo*. After completing studies at the Naval Postgraduate School and duty with the Joint Staff in the late 1950s, he served as executive officer of the submarine USS *Entemedor*, completed a tour at the Bureau of Naval Personnel, and commanded the attack submarine USS *Barbel*. He was administrative aide to Secretary of the Navy Paul H. Nitze before assuming command of the guided missile destroyer USS *Conyngham*; he then served briefly on the Second Fleet staff. Returning to Washington, DC, he became executive assistant to Admiral Thomas H. Moorer, first when Moorer was chief of naval operations and then when he was the CJCS. Upon attaining flag rank in 1971, Train took command of Cruiser-Destroyer Flotilla 8 in the Atlantic—to include leadership of the *John F. Kennedy* Battle Group—and later led the Systems Analysis Division in the Office of the Chief of Naval Operations. In 1976, he was promoted to vice admiral and appointed director of the Joint Staff. During his two-year tenure, the Joint Chiefs participated in strategic arms limitation talks with the Soviet Union, faced the fall of Saigon, and responded to the Cambodian seizure of the merchant ship SS *Mayaguez*. In 1976, he took command of Sixth Fleet in the Mediterranean. Two years later, after receiving his fourth star, he served concurrently as commander of Atlantic Fleet, US Atlantic Command, and NATO's Supreme Allied Command-Atlantic. He retired from those posts in 1982.



Lieutenant General Ray B. Sitton, USAF

1 Jul 1976–30 Jun 1977

Lieutenant General Sitton enlisted as an Army Air Corps aviation cadet in 1942 and received his commission after completing pilot training the following year. Although initially assigned duties as a basic flight instructor, he served in the South Pacific as a pilot, adjutant, and aide-de-camp with the XI Army Corps and Far East Air Forces during the final year of World War II. After the war, he held various staff positions at the Air Proving Grounds and Air Force headquarters before attending Air Command and Staff School. In 1954, he was assigned to the 314th Air Division in Korea and served as its air operations officer. Two years later, after qualifying as a navigator and transitioning to the B-47 Stratojet bomber, he began a series of command and staff assignments: commander of the 342nd Bombardment Squadron; assistant deputy commander for operations, 379th Bombardment Wing; deputy commander for operations, 4137th Strategic Air Wing; and deputy director of information, Strategic Air Command. Following graduation from the National War College in 1966, he joined the Joint Staff's Operations Directorate and served consecutively as the deputy director for operations in the National Military Command Center, chief of the Current Operations Branch, and then chief of the Strategic Operations Division. In 1970, he took command of the 17th Bombardment Wing and a year later assumed leadership of the 19th Air Division. Upon returning to Strategic Air Command in 1972, he was assigned duties as assistant deputy chief of staff for plans and then deputy chief of staff for plans and also operations. He rejoined the Joint Staff in 1974, serving first as director of operations through June 1976 and then as director of the Joint Staff. During his one-year tenure, the Joint Chiefs responded to heightened tensions between North and South Korea. The tensions were a result of an August 1976 incident when North Korean guards killed two US officers and wounded several US and South Korean enlisted men trying to trim a tree in the demilitarized zone dividing the two Koreas. The Joint Staff also assisted in the establishment of the Military Airlift Command as a specified command. He retired from active duty in 1977.



Vice Admiral Patrick J. Hannifin, USN

1 Jul 1977–20 Jun 1978

Vice Admiral Hannifin graduated from the US Naval Academy in 1944. While serving in the Pacific Theater during the final year of World War II, he completed three combat patrols aboard the submarine USS *Balao*. After the war he served on multiple diesel submarines before taking command of the USS *Diodon*. Upon completion of nuclear power training, he served as executive officer the Navy's first fleet ballistic submarine, USS *George Washington*, and later commanded the Polaris submarine USS *Lafayette*. Shore assignments during this period included duty at the Navy's Guided Missile School, with the Bureau of Ships, and on the Joint Staff. In 1968, after completing a tour as deputy director of submarine warfare in the Office of the Chief of Naval Operations (OCNO) and then graduating from the Industrial College of the Armed Forces, he assumed command of Polaris Submarine Squadron 15 in Guam. A year later, he achieved flag rank and was appointed commandant of the Thirteenth Naval District. He later concurrently commanded Submarine Flotilla 8 and NATO Submarines Mediterranean. A series of senior staff positions followed his return to Washington, DC, in 1973. He first served as deputy director for strategic and nuclear plans on the Joint Staff and then as assistant director for plans and operations in the OCNO. Promoted to vice admiral in 1976, he rejoined the Joint Staff to serve as director of plans and policy through June 1977 and then as director of the Joint Staff. During his one-year tenure, the Joint Chiefs helped to negotiate transfer control of the Panama Canal to the Panamanian government. He retired from active duty in 1978.



Lieutenant General John A. Wickham Jr., USA

21 Jun 1978–22 Jun 1979

General Wickham graduated from the US Military Academy in 1950. He held billets as a platoon leader and company executive officer while serving in the 6th Infantry, 18th Infantry, and 511th Airborne Infantry Regiments. He then served as aide-de-camp to commanders of the 37th and 10th Infantry Divisions. After earning a master's degree at Harvard University in 1956, he taught at West Point and later attended the Command and General Staff College. He spent a year in Korea as operations officer with the 1st Battle Group, 5th Cavalry Regiment, before attending the Armed Forces Staff College. In 1963, he was assigned to the Strategic Plans and Policy Directorate under the Army deputy chief of staff for military operations. A year later, he joined the Special Studies Group within the Office of the Chief of Staff of the Army and then became executive officer to the Army chief of staff. Following studies at the National War College, he took command of 5th Battalion, 7th Cavalry Regiment, in 1967. After recovering from wounds received in Vietnam, he was assigned to the Joint Staff's Strategic Plans and Policy Directorate. In 1969, he assumed command of 1st Brigade, 3rd Infantry Division, in Germany. After duty in the Office of the Chairman of the Joint Chiefs of Staff, he became deputy chief of staff for US Military Assistance Command, Vietnam, in 1971. During that tour, he advanced to general officer rank and served as US representative to the Four-Party Joint Military Commission tasked with overseeing implementation of the Vietnamese cease-fire treaty. In 1973, he was promoted to major general and selected as the military assistant to Secretary of Defense James R. Schlesinger. Three years later, he took command of the 101st Airborne Division. Two years later, he became assistant deputy chief of staff for operations and plans at Army headquarters. In July 1978, he was appointed director of the Joint Staff and received his third star shortly thereafter. During his one-year tenure, the Joint Chiefs advocated for strategic force modernizations to pro-Western regimes in the Persian Gulf region in response to increased Soviet military power. The JCS were successful in obtaining increased funding for defense and continued to advocate for strategic force modernization while simultaneously preparing negotiations for strategic arms control. After receiving his fourth star, he concurrently led Eighth Army, US Forces–Korea, and UN Command–Korea. After returning to Washington, DC, in 1982, he next served as vice chief of staff of the Army until 1983 and then chief of staff until retiring in 1987.



Vice Admiral Carl Thor Hanson, USN

23 Jun 1979–30 Jun 1981

Admiral Hanson graduated from the US Naval Academy in 1950 and served as communications officer on board the destroyer USS *Taussig* during the first year of the Korean War. After attending Oxford University as a Rhodes Scholar, he served as chief engineer on board the destroyer USS *Hawkins* before taking command of the minesweeper USS *Widgeon* in 1957. Two years later, he was assigned to the Politico-Military Policy Division in the Office of the Chief of Naval Operations, and then became the assistant operations officer for Carrier Division Twenty in the Mediterranean. In 1962, Hanson was selected to be aide to the commander of the US-Taiwan Defense Command, and two years after that he reported aboard the guided missile cruiser USS *Galveston* as its operations officer. He assumed command of the destroyer USS *Frank E. Evans* in 1966 and participated in gunfire support operations during the Vietnam War. Returning to Washington, DC, in 1968, he first served as a systems analyst in the Office of the Assistant Secretary of Defense and then as executive assistant to Secretary of the Navy John H. Chafee. In 1972, he took command of Naval Station, Pearl Harbor. The following year he joined the US Military Mission to Brazil and advanced to flag rank in 1974. He next commanded Cruiser-Destroyer Group 8 in the Mediterranean and then served as senior military assistant to Secretary of Defense Harold Brown. In June 1979, he received his third star and was appointed director of the Joint Staff. During his two-year tenure, the Joint Chiefs responded to the establishment of a militant Islamic regime in Iran and the Soviet invasion of Afghanistan by creating a Rapid Deployment Joint Task Force for Southwest Asia. In the wake of the unsuccessful attempt to rescue American hostages from Iran, the JCS aided in the establishment of a joint counterterrorist task force as a field operating agency to conduct extensive training in joint planning and command and control. Admiral Hanson retired in 1982.



Lieutenant General James E. Dalton, USAF

1 Jul 1981–30 Jun 1983

General Dalton graduated from the US Military Academy in 1954 and served as a C-121 Constellation aircraft commander with the 76th Air Transport Squadron. After earning dual master's degrees in engineering from the University of Michigan in 1960, he was assigned to Air Force Systems Command and helped develop targeting programs for ballistic missiles. Upon completion of Air Command and Staff College in 1965, he joined the 374th Tactical Air Wing in Okinawa. During that tour, he served as an aircraft commander and C-130 detachment operations officer in Southeast Asia. In 1968, he became a project officer for the Advanced Intercontinental Ballistic Missile Technology Program at Air Force headquarters in Washington, DC. A year later, he attended the Industrial College of the Armed Forces and was then appointed chief of the Qualitative and Quantitative Analysis Branch in the Office of the Assistant to the Chairman of the Joint Chiefs of Staff for Strategic Arms Negotiations. He became vice commander of the 438th Military Airlift Wing in 1972, took command of the 39th Aerospace Rescue and Recovery Wing the following year, and assumed responsibility for the Air Reserve Personnel Center two years after that. After returning to Washington, DC, in late 1976, he became the deputy director of concepts in the Office of the Deputy Chief of Staff for Plans and Operations at Air Force headquarters. Months later he transferred to the Joint Staff. He first served as deputy director for force development and strategic plans in the Plans and Policy Directorate and subsequently as vice director of the Joint Staff. He departed the Joint Staff to serve as commandant of the Industrial College of the Armed Forces. He was then promoted to lieutenant general in 1981 and appointed director of the Joint Staff. During his two-year tenure, the Joint Chiefs addressed deteriorating conditions in Lebanon, considered reformation of the JCS system, experienced a substantial increase in peacetime defense spending to counter Soviet military power, and established US Central Command. In 1983, he received his fourth star and became chief of staff at Supreme Headquarters Allied Powers Europe. He served in that capacity until his retirement two years later.



Lieutenant General Jack N. Merritt, USA

1 Jul 1983–30 Jun 1985

General Merritt attended the University of Oklahoma before being drafted into the Army in 1951. He graduated from the Artillery Officer Candidate School at Fort Sill in 1953 and then held a series of staff and tactical billets at that institution. Two years later, he deployed to Korea, where he commanded a battery of the 57th Field Artillery Battalion and then served first as an aide and then eventually as administrative officer to the deputy chief of staff, Eighth Army. Upon his return to the United States, he continued briefly in that role as aide to the special assistant to the deputy commanding general of Second Army. In 1957, he began a series of student and instructor assignments at the Army Artillery and Missile School, which included completing the basic and advanced artillery officer courses and teaching gunnery, as well as earning a bachelor's degree from the University of Nebraska–Omaha. Four years later, he transferred to Europe, where he served as assistant plans officer at VII Corps artillery; then battery commander and executive officer for 1st Howitzer Battalion, 75th Artillery; and finally as plans officer at VII Corps. After graduating from Air Command and Staff College in 1965, he held staff positions in the Readiness and Troop Operations Divisions at Army headquarters, and then in the NATO Division of the Office of the Assistant Secretary of Defense. In 1968, he assumed command of 3rd Battalion, 34th Artillery, 9th Infantry Division, and led it during combat operations in Vietnam. Following graduation from the Industrial College of the Armed Forces two years later, he became deputy director for program analysis on the White House's National Security Council staff. In 1972, he joined the 1st Cavalry Division, took command of its artillery components, and one year later achieved general officer rank. Assignments as chief of staff and assistant division commander followed. After chairing the professional development study group at the US Military Academy in 1977, he began a series of education assignments: head of the Army's Field Artillery Center and School, War College, and Command and General Staff College, followed by concurrent service as deputy commanding general of US Army Training and Doctrine Command and commanding general of the US Army Combined Arms Center. In 1983, he was promoted to lieutenant general and appointed director of the Joint Staff. During his tenure, the Joint Chiefs addressed peacekeeping operations in Lebanon that included responding to the bombing of the Marine headquarters building in Beirut, overseeing the intervention of US joint forces in Grenada, and establishing the Joint Requirements Management Board to review material and manpower needs. Two years later, he received his fourth star and subsequently served as the US Representative to NATO's Military Committee until his retirement in 1987.



Vice Admiral Powell F. Carter Jr., USN

1 Jul 1985–14 Aug 1987

Admiral Carter served in the Naval Air Reserve at the beginning of the Korean War, shortly before receiving an appointment to the US Naval Academy. After graduating in 1955, he became a nuclear propulsion expert and served on board surface ships and submarines for most of his early career. In 1970, he took command of the attack submarine USS *Hammerhead*, the first vessel of its kind to surface through the ice at the North Pole in the winter. Three years later, he reported to Washington, DC, to serve as executive assistant to the vice chief and then the chief of naval operations (CNO). In 1976, he assumed command of Submarine Squadron 16 in Spain. Two years later, having achieved flag rank, he became deputy director of the Strategy, Plans, and Policy Division in the Office of the CNO. Two years after that, he formed the new Strategic and Theater Nuclear Warfare Division. He returned to sea duty in 1981 to take command of the Atlantic-based Submarine Group 2. Promoted to vice admiral two years later, he was vice director of strategic target planning, Joint Strategic Target Planning Staff, before being appointed director of the Joint Staff in 1985. During his tenure the Joint Chiefs implemented changes mandated by the Goldwater-Nichols Department of Defense Reorganization Act of 1986 and established US Space Command, US Special Operations Command, US Transportation Command, and US Forces Command. They also retaliated against Libyan leader Muammar Qaddafi for planned acts of terrorism and launched Operation EARNEST WILL involving escort operations of Kuwait oil tankers against the threat of Iranian attacks. He received his fourth star in 1987 and served as US representative to the NATO Military Committee before taking command of US Atlantic Fleet a year later. In that capacity, he oversaw naval operations conducted in support of the Gulf War. He retired from that post and the Navy in January 1991.



Lieutenant General Robert W. RisCassi, USA

15 Aug 1987–30 Nov 1988

General RisCassi graduated from the University of Connecticut in 1958. Early assignments included command and staff billets with the 31st Infantry Regiment in Korea and 3rd Infantry Regiment in Virginia. After completing the Advanced Infantry Officer Course, he served as an assistant professor of military science in Hawaii. He deployed to Vietnam in 1966, where he commanded Headquarters Company and served as operations officer for 2nd Battalion, 8th Cavalry Regiment, and then as operations officer for 1st Brigade, 1st Cavalry Division. A year later, he was assigned to Army Combat Development Command. Upon completion of the Air Command and Staff College in 1970, he returned to Vietnam. After serving briefly as chief of operations at I Field Force headquarters, he assumed command of 4th Battalion, 503rd Infantry Regiment, 173rd Airborne Brigade. A year later he reported to the Army's Office of Personnel Operations, then attended the Army War College, and eventually became military assistant to the assistant secretary of the army for financial management. After deploying to Germany in 1976, he served concurrently as deputy community commander and chief of staff, US Military Community Activity–Hanau, before taking command of 4th Brigade, 4th Infantry Division. He subsequently served as chief of staff and then, having attained general officer rank, as assistant commander of the 8th Infantry Division. He was assigned duties as assistant commandant of the Army Infantry School in 1981, assumed command of Army Readiness and Mobilization Region VII the following year, and took command of 9th Infantry Division a year after that. Promoted to lieutenant general in 1985, he served concurrently as deputy commander of the Army's Training and Doctrine Command, and as commander of the Army's Combined Arms Center at Fort Leavenworth, Kansas. He later became deputy chief of staff for operations and plans at Army headquarters before being appointed director of the Joint Staff in 1987. During his fifteen-month tour, the Joint Chiefs were concerned with the heightened tensions in the Persian Gulf region as a result of the Iran-Iraq War and President Ronald W. Reagan's decision to reflag and protect Kuwaiti tankers in the Persian Gulf. He also supervised the reforms mandated by the Goldwater-Nichols Department of Defense Reorganization Act of 1986. He became vice chief of staff of the Army in 1988, receiving his fourth star during that assignment. Two years later he deployed to Korea, where he assumed concurrent leadership of UN Command, Combined Forces Command, and US Forces–Korea. He retired in 1993.



Lieutenant General Hansford T. Johnson, USAF

1 Dec 1988–20 Sep 1989

General Johnson graduated from the US Air Force Academy in 1959. Following pilot training he flew with the 317th Troop Carrier Wing in Europe. After completing Squadron Officer's School in 1965 and earning a master's degree in aeronautics from Stanford University in 1967, he served in Vietnam as a forward air controller with the 20th Tactical Air Support Squadron. A year later, he became an assistant professor at the Air Force Academy and while serving there also earned an MBA from the University of Colorado. After completing Army Command and Staff College in 1972, he was assigned to the Plans Directorate at Air Force headquarters. He then completed the National War College in 1976 and subsequently became the assistant deputy commander for operations in the 93rd Bombardment Wing. Three years later, he became commander of the 22nd Bombardment Wing. He served briefly as the assistant deputy chief for plans at Strategic Air Command before returning to Air Force headquarters in 1982 as deputy and then director for programs and evaluation in the Office of the Deputy Chief of Staff for Plans and Resources. Three years later, he returned to Strategic Air Command to become the deputy chief of staff for operations. He was selected as vice commander of Pacific Air Forces in 1986 and, the following year, became deputy commander of US Central Command. The latter tour coincided with Operation EARNEST WILL. In December 1988, he was appointed director of the Joint Staff. During his ten-month tenure, the Joint Chiefs fostered a historic thaw in relations with the Soviet Union. He assisted the CJCS during the historic visit of the Chief of the Soviet General Staff Marshal Sergei Akhromeyev to Washington, DC. The Joint Chiefs briefed Marshal Akhromeyev in the Tank, and a meeting between the marshal and the CJCS led to an agreement designed to prevent an accidental armed conflict between the United States and the Soviet armed forces. Promoted to general in 1989, he became commander of US Transportation Command and supported Operations JUST CAUSE, DESERT SHIELD, and DESERT STORM. He briefly led Air Mobility Command concurrently with Transportation Command before retiring in 1992.



Lieutenant General Michael P. C. Carns, USAF

27 Sep 1989–16 May 1991

General Carns graduated from the US Air Force Academy in 1959. Early assignments included duties as a flight instructor, aide-de-camp, and air operations officer for the 4th Air Force Reserve Region. After earning an MBA from Harvard University in 1967, he was assigned to the 476th and 40th Tactical Fighter Squadrons and, in 1968, the 469th in Thailand. The following year he flew 200 combat missions in the F-4 Phantom II. He next reported to Air Force headquarters, where he served as a plans and programs officer before becoming an aide to the Air Force chief of staff. In 1973, he took command of the 613th Tactical Fighter Squadron in Spain. He next became special assistant to the chief of staff at Supreme Headquarters Allied Powers Europe and, after attending Royal College of Defense Studies in 1977, was designated deputy commander for operations at the 81st Tactical Fighter Wing in England. He returned to the United States in 1979 to command the 354th Tactical Fighter Wing and then the 57th Fighter Weapons Wing. Three years later, he became director of operations for the Rapid Deployment Joint Task Force (the forerunner of US Central Command). In 1984, he reported to Pacific Air Forces and completed tours as deputy chief of staff for plans and deputy chief of staff for operations and intelligence before assuming command of 13th Air Force in the Philippines. Following assignment to Pacific Command in 1987, he served concurrently as deputy commander and chief of staff. He was appointed director of the Joint Staff two years later. During his tenure, the Joint Chiefs grappled with shaping a new force structure with the end of the Cold War. The Joint Chiefs also had to plan for the protection of US treaty rights in Panama. After Panama declared a state of war with the United States, the Joint Chiefs oversaw Operation JUST CAUSE that resulted in the defeat of Panamanian forces and the downfall of dictator Manuel Noriega. In August 1990, Iraqi forces invaded Kuwait. The Joint Chiefs supervised the planning for Operation DESERT STORM, culminating in an overwhelming victory over Iraq. In 1991, Carns received his fourth star and became vice chief of staff of the Air Force, a post he held until retiring three years later.



Lieutenant General Henry Viccellio Jr., USAF

17 May 1991–1 Dec 1992

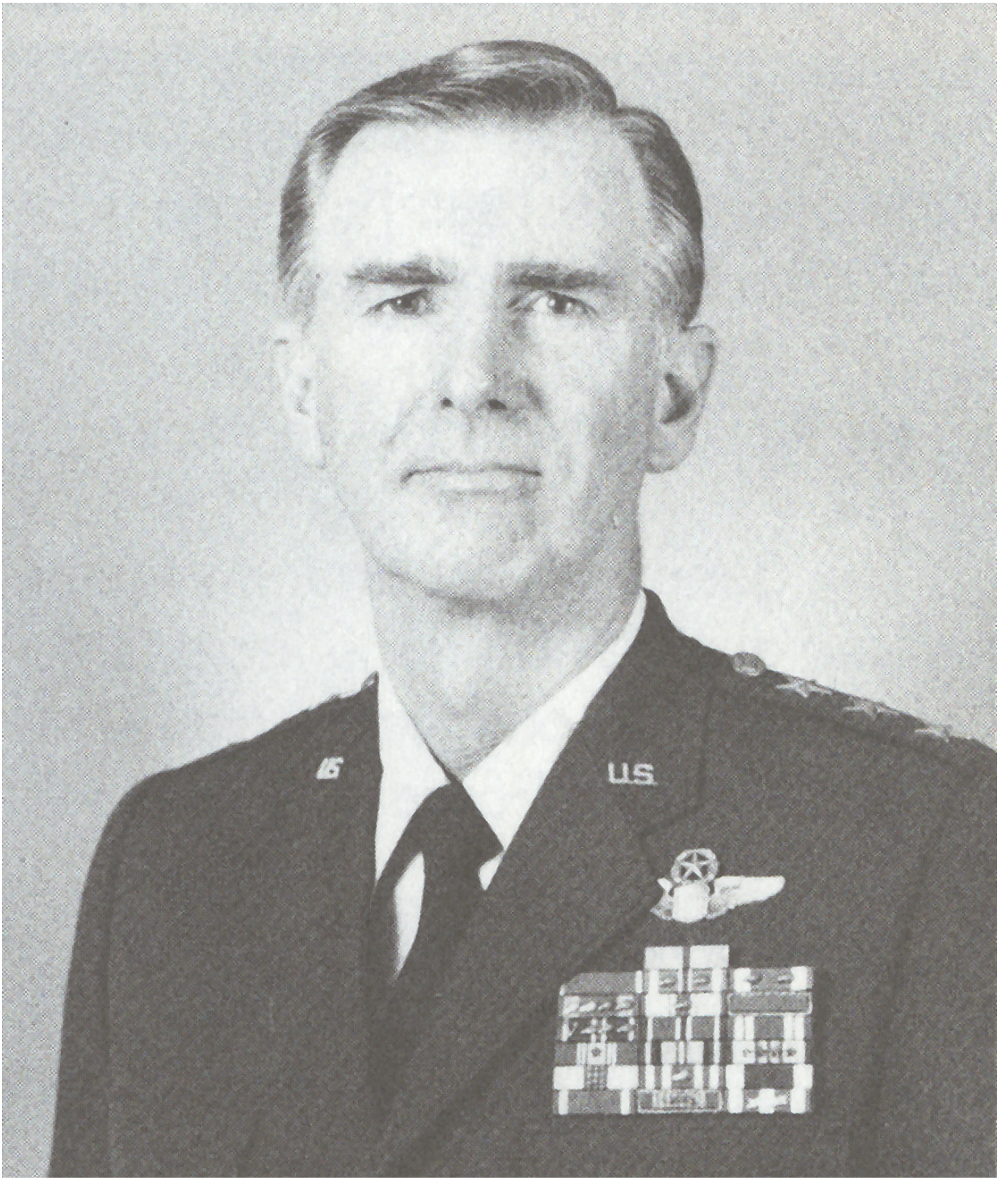
General Viccellio graduated from the US Air Force Academy in 1962. Following flight training he served with the 309th Tactical Fighter Squadron before joining the 602nd Fighter Squadron (Commando) in Thailand during 1965. While piloting A1-E Skyraider aircraft, he flew numerous combat missions over Vietnam. A year later, he enrolled in the National Autonomous University of Mexico as an Olmstead scholar and, a year after that, entered American University to pursue a master's degree in Latin American studies. He was assigned to the Air Staff Training Program at Air Force headquarters in 1969. The following year he became the maintenance officer for the 7th Tactical Fighter Squadron and later a flight commander in the 36th Tactical Fighter Squadron in Korea. After completing the Armed Forces Staff College in 1973, he served as a liaison officer to the US Senate. Two years later, he transferred to the 33rd Tactical Fighter Wing and served consecutively as chief of the Standardization and Evaluation Division, operations officer for the 59th Tactical Fighter Squadron, commander of the 58th Tactical Fighter Squadron, and assistant deputy commander for Wing Operations. In 1978, he began a three-year assignment as branch head at the Air Force Manpower and Personnel Center. Operational postings followed, including duties as vice commander of the 507th Tactical Air Control Wing, commander of the 56th Tactical Training Wing, and in 1983 commander of the 1st Tactical Fighter Wing. He attained general officer rank in the midst of the latter tour. After serving as vice commander of the San Antonio Logistics Center, he reported to Tactical Air Command in 1986, earning a second star as deputy chief of staff for logistics and a third star as vice commander of that organization. In 1989, he returned to Air Force headquarters to become deputy chief of staff for logistics. Two years later, he was appointed director of the Joint Staff. During his tenure, the Joint Chiefs continued to plan for budget and force structure cuts resulting from the collapse of the Soviet Union, adapted to a major reorganization of the military, established US Strategic Command, and responded to humanitarian crises in northern Iraq, Somalia, and Bosnia. Promoted to general in 1992, he led Air Education and Training Command for three years and then Air Force Materiel Command before retiring in 1997.



Vice Admiral Richard C. Macke, USN

2 Dec 1992–17 Jul 1994

Admiral Macke graduated from the US Naval Academy in 1960. Following flight training he was assigned to Attack Squadron 23 and later served as a test pilot at the Naval Air Test Center. In 1968, he joined Attack Squadron 27 aboard the aircraft carrier USS *Constellation* and flew 152 combat missions over Vietnam. After earning a master's degree in operations analysis and systems engineering at the Naval Postgraduate School in 1972, he became the executive officer and then commander of Attack Squadron 66. Three years later, he was assigned to the Office of Legislative Affairs to advocate for naval aviation programs. Sea duty followed completion of nuclear propulsion training in 1980, including duty as executive officer of the aircraft carrier USS *Nimitz* and then as captain of the fast combat support ship USS *Camden*. Returning to Washington, DC, in 1985, he served briefly as executive assistant to the head of the Navy's Space, Command, and Control Directorate before taking command of the aircraft carrier USS *Dwight D. Eisenhower* the following year. Advancing to flag rank in 1988, he subsequently led Naval Space Command, followed by Carrier Groups 2 and then 4. Promoted to vice admiral in 1991, he led the Joint Staff's Command, Control, and Communications Directorate before being appointed director of the Joint Staff the following year. During his tenure, the Joint Chiefs continued to confront post-Cold War realignments while simultaneously planning and coordinating an increased number of overseas deployments of US forces, particularly for humanitarian and peacekeeping operations such as those in Haiti, Rwanda, and Bosnia. In 1994, he received his fourth star and assumed command of US Pacific Command, a post he held until retiring two years later.



Lieutenant General Walter Kross, USAF
25 Jul 1994–12 Jul 1996

General Kross graduated from Niagara University in 1964 and was subsequently commissioned through the Air Force Officer Training School. Following pilot training he was assigned to the 25th and 476th Tactical Fighter Squadrons before transferring to Vietnam in 1967 to fly with the 390th Tactical Fighter Squadron. Over the next year, he flew 157 combat missions in the F-4 Phantom II aircraft. Upon returning to the United States, he transitioned to transport aircraft and served with the 76th and 98th Military Airlift Squadrons and the 437th Military Airlift Wing. During that period, he completed Squadron Officer School and earned a master's degree in government from Southern Illinois University. After finishing Air Command and Staff College in 1975 and earning a second master's degree in public administration from Auburn University, he began a series of staff assignments at Air Force headquarters. These included duties with the Tactical Forces Division, Plans Directorate, and the Air Force chief of staff's staff group. Operational assignments followed completion of the National War College in 1992. He first served as deputy commander for operations and then vice commander of the 89th Military Airlift Wing. Two years later, he became vice commander and then commander of the 436th Military Airlift Wing. In 1987, he was assigned concurrent duties as vice commander of the Air Force Military Personnel Center and deputy assistant deputy chief of staff for military personnel. After advancing to general officer rank the following year, he was designated deputy chief of staff for plans and requirements at Air Training Command, then director of operations and logistics at US Transportation Command, and as a major general, director of operations for the deputy chief of staff for plans and operations at Air Force headquarters. Early in 1992, he assumed temporary leadership for Air Mobility Command (Provisional) before receiving his third star and becoming vice commander of Air Mobility Command. A year later, he took command of the 15th Air Force and in 1994 was appointed director of the Joint Staff. During his tenure, the Joint Chiefs oversaw peacekeeping operations in Bosnia and worked to expand the scope of NATO. He also assisted General John Shalikashvili, the thirteenth CJCS, in developing an overarching strategic vision to take the US military into the twenty-first century. He received his fourth star in 1996 and assumed leadership of US Transportation Command, a post he held until retiring two years later.



Vice Admiral Dennis C. Blair, USN

14 Sep 1996–12 Dec 1998

Admiral Blair graduated from the US Naval Academy in 1968 and reported on board the guided missile destroyer USS *Tattnall*. He later attended Oxford University as a Rhodes Scholar and earned a master's degree in Russian studies. In 1975, he became a White House fellow at the Department of Housing and Urban Development. He joined the National Security Council Staff in 1981, serving in the Political Affairs and then European and Soviet Affairs Directorates. Duty aboard guided missile cruisers of the Atlantic and Pacific fleets preceded his command of the guided missile destroyer USS *Cochran* in 1984. Four years later, he assumed leadership of Naval Station, Pearl Harbor. Other shore assignments during the same period included budget and policy positions on several senior Navy staffs and the Joint Staff. In 1994, he assumed command of the *Kitty Hawk* Battle Group. The following year, he became the Central Intelligence Agency's first associate director for military support and was promoted to vice admiral. In September 1996, he was designated director of the Joint Staff. During his tenure, the Joint Chiefs oversaw peacekeeping operations in the Balkans and counterdrug operations in Latin America, enforcement of UN sanctions against Iraq, and retaliatory attacks against terrorists in Afghanistan and Sudan. He received his fourth star and assumed leadership of the US Pacific Command in 1999, a post he held until retiring three years later. As a civilian, he served as director of National Intelligence from 2009 to 2010.



Vice Admiral Vernon E. Clark, USN

13 Dec 1998–26 Jul 1999

Admiral Clark graduated from Evangel College in 1967 and the University of Arkansas in 1968, earning bachelor's and master's degrees in business administration. After completing Office Candidate School, he received a commission in the Naval Reserve and was subsequently assigned to the destroyer USS *John W. Weeks*, which participated in operations off the coast of Vietnam during 1969. The following year he transferred to the destroyer USS *Gearing*, where he served until leaving active duty in 1972. A year later, he was mobilized and assigned as special assistant to the director of the Systems Analysis Division at Navy headquarters. In 1974, he received a regular commission, attended the Naval Guided Missile School, and took command of the gunboat USS *Grand Rapids*. Staff assignments at Navy headquarters followed, first as aide to the deputy chief of naval operations for surface warfare and then as administrative assistant to the vice chief of naval operations. In 1979, he assumed command of the frigate USS *McCloy* and, two years after that, became the surface force anti-submarine officer at Atlantic Fleet. Upon completion of the Surface Warfare Officer's School in 1983, he took command of the destroyer USS *Spruance*. After graduating from the Naval War College in 1986, he assumed command of Atlantic Fleet's Anti-Submarine Training Center and then Destroyer Squadrons 17 and 5. He was assigned to the Joint Staff in 1990 and became chief of the Pacific Command branch of the Operations Directorate. That role included duty as director of the Crisis Action Team during the Persian Gulf War. After advancing to flag rank the following year, he reported to US Transportation Command, where he served concurrently as director of plans and policy, and program analysis and financial management. He returned to sea duty in 1993 to take command of Cruiser-Destroyer Group Three. That position involved duties as commander of the *Carl Vinson* Battle Group and deputy commander of Joint Task Force SOUTHWEST ASIA. He next served concurrently as the chief of staff and deputy commander of Atlantic Fleet. Promoted to vice admiral in 1996, he led Second Fleet/Striking Fleet Atlantic for a year before returning to the Joint Staff, where he served as director of operations before being appointed director of the Joint Staff in December 1998. During his seven-month tenure, the Joint Chiefs oversaw US-NATO air operations over Kosovo. He assisted the CJCS in winning administration and congressional support for major reforms to improve military pay and retirement, as well as resources to maintain and modernize the military. He received his fourth star in 1999 and commanded Atlantic Fleet for a year before being appointed chief of naval operations. He served in that post during the first years of the Global War on Terrorism, before retiring in 2005.



Lieutenant General Carlton W. Fulford Jr., USMC

13 Jul 1996–13 Sep 1996 (Acting)

27 Jul 1999–14 Jul 2000

General Fulford graduated from the US Naval Academy in 1966 and accepted a commission in the Marine Corps. Following Basic School and Vietnamese Language School, he was assigned to the 5th Marines in Vietnam, where he commanded a platoon and company. Upon his return to the United States in 1968, he commanded companies at the Naval Academy Preparatory School and then at the 4th Marines. After earning a master's degree from Rensselaer Polytechnic Institute in 1973, he served as management engineer at Marine Corps Air Station in Yuma, Arizona, before becoming an economics instructor at the Naval Academy. In 1979, he reported to Camp Lejeune and served consecutively as executive officer for 3rd Battalion, 8th Marines; training officer for 2nd Marine Division; and commander of 1st Battalion, 8th Marines. A series of staff assignments followed, including duties as head of the Training Department at Marine Corps headquarters, strategy planner at US Pacific Command, and assistant chief of staff for operations at 1st Marine Expeditionary Brigade. He took command of 7th Marines in 1989 and subsequently led Task Force RIPPER (Regimental Combat Team 7) during the Gulf War. After advancing to flag rank, he assumed concurrent command of 4th Marine Expeditionary Brigade and Landing Force Training Command, Atlantic, in 1991. A year later, as a major general, he became director of the Training and Education Division at Marine Corps Combat Development Command. In 1995, he assumed concurrent command of III Marine Expeditionary Force and Marine Corps Bases, Japan. Returning to Washington, DC, the following year he was designated vice director of the Joint Staff and, during the last months of that tour, became acting director. Beginning in 1996, his next commands were I Marine Expeditionary Force and then, concurrently, Marine Corps Forces Pacific, Fleet Marine Force Pacific, and Marine Corps Bases Pacific. He subsequently was appointed director of the Joint Staff in 1999. During his one-year tour, the Joint Chiefs oversaw peacekeeping operations in Bosnia and Kosovo, conducted counterdrug operations in Latin America, enforced UN sanctions against Iraq, and established US Joint Forces Command. After receiving his fourth star, he served as deputy commander at US European Command until retiring in 2002.



Vice Admiral Scott A. Fry, USN

15 Jul 2000–15 Oct 2001

Admiral Fry graduated from the US Naval Academy in 1971. Early operational assignments involved service as communications officer aboard the frigate USS *McCloy*, executive officer of the gunboat USS *Grand Rapids*, and operations officer of the guided-missile frigate USS *Julius A. Furer*. Staff assignments followed in 1978, including duty as the operations, scheduling, and intelligence officer for Destroyer Squadron 4 and then as an assistant assignment officer at Navy Military Personnel Command. After completing the Senior Officer Ship Material Readiness Course in 1983, he returned to the USS *McCloy* as its commanding officer. Two years later, he reported to the Naval Academy, where he served as a battalion officer before becoming executive assistant to the superintendent. In 1988, he assumed command of the destroyer USS *Conolly*. He was selected to be the executive assistant to the assistant secretary of the navy for reserve affairs in 1990 and, two years later, took command of Destroyer Squadron 32. Additional staff assignments followed. He served as executive assistant to the commander of US Naval Forces Europe and Allied Forces Southern Europe, then as executive assistant to the chief of naval operations. In 1995, he advanced to flag rank. He then was appointed the Joint Staff's deputy director for strategy and policy. Two years later, he took charge of Cruiser-Destroyer Group 8, which included leadership of the *Eisenhower* Battle Group. In 1998, he was promoted to vice admiral and returned to the Pentagon. After serving as director for operations, he was appointed director of the Joint Staff in July 2000. Near the end of his fifteen-month tenure, the Joint Chiefs oversaw the initial military response to the terrorist attack of 11 September 2001. He assisted the CJCS in developing a strategy to defeat, disrupt, and delay terrorism around the world and eradicating al-Qaeda and Taliban forces in Afghanistan. He was director when the United States launched Operation ENDURING FREEDOM against Taliban forces in Afghanistan. He next commanded Sixth Fleet and Naval Striking and Support Forces Southern Europe, a post he held until he retired in late 2003.



Lieutenant General John P. Abizaid, USA

16 Oct 2001–23 Jan 2003

General Abizaid graduated from the US Military Academy in 1973. After leading rifle and scout platoons in the 504th Parachute Infantry Regiment, he served as a platoon leader, executive officer, and company commander in the 75th Ranger Regiment. A series of academic assignments followed. Beginning in 1977, he studied Arabic at the Presidio, was an Olmstead scholar at the University of Jordan, earned a master's degree from Harvard University, and completed the Infantry Officer's Advanced Course. He rejoined the 75th Ranger Regiment in 1981 and served as a civil-military affairs officer before leading Company A in Grenada during Operation URGENT FURY. Two years later, he was assigned to the Studies Group under the chief of staff of the Army. Upon completion of the Armed Forces Staff College in 1985, he served as operations officer for the UN Observer Group in Lebanon and then became the executive officer and deputy commander of 3rd Battalion, 325th Infantry Regiment in Italy. Following a tour as aide to the commander of US Army Europe, he rejoined the 325th Infantry and led 3rd Battalion during the Persian Gulf War and Operation PROVIDE COMFORT in northern Iraq. In 1992, he began a yearlong fellowship at Stanford University's Hoover Institute and then commanded 1st Brigade, 82nd Airborne Division. Following duties as executive assistant to the CJCS, he achieved general officer rank in 1996 and became the assistant commander (maneuver) of 1st Armored Division in a tour that involved peacekeeping operations in Bosnia. He next served as commandant of cadets at the US Military Academy before taking command of the 1st Infantry Division in 1999 and leading Task Force FALCON during peacekeeping operations in Kosovo. Returning to the Joint Staff a year later, he was promoted to lieutenant general and appointed head of its Strategic Plans and Policy Directorate before becoming director of the Joint Staff in October 2001. His fifteen-month tenure encompassed the early years of the Global War on Terrorism, during which the Joint Chiefs oversaw regime change in Afghanistan and planned for the invasion in Iraq. A new unified command was established, US Northern Command, to provide command and control of Defense Department homeland defense efforts and coordinate defense support of civil authorities. Also, US Space and US Strategic Commands were combined. Additionally during this period, initial guidelines were drafted on the treatment of detainees from the Global War on Terrorism. Abizaid next served as deputy commander (forward) of Combined Forces Command during the invasion of Iraq. In July 2003, he received his fourth star and assumed command of US Central Command, a post he held until retiring four years later.



Lieutenant General George W. Casey, USA

24 Jan 2003–15 Oct 2003

General Casey graduated from Georgetown University's School of Foreign Service in 1970 and received his commission through the Army Reserve Officers Training Corps. Stationed in Germany, his first assignments were as a liaison officer, platoon leader, and company executive officer in the 509th Infantry Regiment. After completing Ranger School and the Infantry Officer Advanced Course in 1975, he served as a battalion logistics officer and then commanded two companies in the 11th Infantry Regiment. Academic assignments followed. In 1980, he earned a master's degree in international studies from the University of Denver and the following year completed Armed Forces Staff College. He next served as a military observer with the UN in Jerusalem before becoming the operations and then executive officer of 1st Battalion, 10th Infantry Regiment in 1982. Two years later, he was appointed secretary of 4th Infantry Division's general staff and, a year after that, returned to command 1st Battalion, 10th Infantry Regiment. After completing a senior fellowship with the Atlantic Council of the United States in 1988, he coordinated the chief of legislative liaison's congressional program and then became special assistant to the Army chief of staff. Following duties as 1st Cavalry Division's chief of staff, he assumed command of its 3rd Brigade in 1993. Two years later, he was assigned as assistant chief of staff for operations and later chief of staff at V Corps in Europe in a tour that involved peacekeeping operations in Bosnia. Achieving general officer rank in July 1996, he next served as 1st Armored Division's assistant commander for maneuver and then support. Following a two-year tour as the Joint Staff's deputy director for politico-military affairs, he returned to 1st Armored Division and assumed command. Additional joint assignments followed. Beginning in 2001, he briefly commanded the Joint Warfighting Center at US Joint Forces Command, then directed the Joint Staff's Strategic Plans and Policy section. In January 2003, he was appointed director of the Joint Staff. During his nine-month tenure, the Joint Chiefs oversaw the rapid buildup of coalition forces in the Middle East and the planning for the invasion of Iraq. Coalition forces launched Operation IRAQI FREEDOM on 20 March 2003. He received his fourth star late in 2003 and served consecutively as vice chief of staff of the Army until 2004, commander of Multi-National Force-Iraq until 2007, and Army chief of staff until his retirement in 2011.



Vice Admiral Timothy J. Keating, USN

16 Oct 2003–20 Oct 2004

Admiral Keating graduated from the US Naval Academy in 1971. He served briefly on board the destroyer USS *Leonard F. Mason* before completing pilot training in 1973. His first aviation assignments were as a flight instructor and then a staff training officer. In 1976, he joined Attack Squadron 82 and flew the A-7 Corsair II while serving aboard the USS *Nimitz*. Two years later, he transferred to Attack Squadron 122. Two years after that, he became the staff landing signals officer for Carrier Wing 15. The tour involved sea duty aboard the USS *Kitty Hawk*. Assigned to Attack Squadron 94 in 1982, he fulfilled duties as an administrative, operations, and maintenance officer while aboard the USS *Enterprise*. Following a one-year assignment as aide to the commander, US Pacific Command, he served as executive officer and, in 1987, commanding officer of Strike Fighter Squadron 87. During the latter two assignments, he served aboard the USS *Theodore Roosevelt*. Later, he was a branch head at Naval Military Personnel Command. In January 1991, he became deputy commander of Carrier Wing 17 and participated in combat operations while serving on board the USS *Saratoga* during the Persian Gulf War. Afterward, he was chosen to be a fellow of the Chief of Naval Operations' Strategic Study Group. He was deputy commander of Joint Task Force SOUTHWEST ASIA before taking command of Carrier Air Wing 9 aboard the USS *Nimitz* in 1992 and the Strike Warfare Center two years after that. Returning to the Bureau of Naval Personnel in 1995, he directed the Aviation Officer Distribution Division for one year before becoming deputy director for current operations on the Joint Staff. During that assignment, he advanced to flag rank and subsequently assumed command of Carrier Group 5 in 1998. Two years later, he was promoted to vice admiral and appointed deputy chief of naval operations for plans, policy, and operations. He was serving in that post on 11 September 2001 and during the initial offensive portion of Operation ENDURING FREEDOM. After commanding Fifth Fleet and Naval Forces Central Command during Operation ANACONDA in Afghanistan and the initial offensive portion of Operation IRAQI FREEDOM, he returned to the Pentagon in October 2003 as director of the Joint Staff. During his one-year tour, he oversaw stabilization and counterinsurgency operations in Afghanistan and Iraq. After receiving his fourth star, he commanded US Northern Command and the North American Aerospace Defense Command until 2007, and US Pacific Command until retiring in 2009.



Lieutenant General Norton A. Schwartz, USAF

21 Oct 2004–29 Aug 2005

General Schwartz graduated from the US Air Force Academy in 1973. After pilot training, he flew C-130E Hercules transports with the 776th and 21st Tactical Airlift Squadrons in the Philippines and participated in the airlift evacuation of Saigon. He completed Squadron Officer School in 1977 and was assigned duties as a flight examiner in the 61st Tactical Airlift Squadron. Two years later, he was chosen as an intern in the Office of the Deputy Chief of Staff for Plans and Operations at Air Force headquarters. In 1980, he joined the 8th Special Operations Squadron and again served as a flight examiner. During the same period, he earned an MBA from Central Michigan University. After finishing Armed Forces Staff College in 1984, he returned as an action officer to the Plans and Operations Directorate at Air Force headquarters and, two years after that, assumed command of the 36th Tactical Airlift Squadron. Upon graduation from the National War College in 1989, he became deputy director of plans and policy at Special Operations Command, Europe. In 1991, he reported to 1st Special Operations Group, where he served as deputy commander for operations and later as group commander. That included duty as chief of staff for the Joint Special Operations Task Force in northern Iraq during the Gulf War. He returned to the Plans and Operations Directorate at Air Force headquarters in 1993, this time serving as deputy director of operations and then deputy director of forces. Two years later he took command of the 16th Special Operations Wing, advancing to general officer rank before becoming head of Special Operations Command, Pacific, in 1997. He next began a fourth tour at Air Force headquarters as director of strategic planning and deputy chief of staff for plans and programs. Promoted to lieutenant general in 2000, he was assigned as deputy commander of US Special Operations Command. Two years later, he briefly commanded Alaskan Command, Alaskan North American Aerospace Defense Command Region, and the 11th Air Force concurrently, before becoming director of operations for the Joint Staff. In October 2004, he was appointed director of the Joint Staff. During his eleven-month tenure, the Joint Chiefs oversaw an increase in stabilization and counterinsurgency operations in Afghanistan and Iraq, as well as counterterrorism operations around the globe. He received his fourth star in 2005 and assumed command of US Transportation Command. In 2008, he became chief of staff of the Air Force, a post he held until retiring four years later.



Lieutenant General Walter L. Sharp, USA

30 Aug 2005–22 Jun 2008

General Sharp graduated from the US Military Academy in 1974. After attending the Basic Armor Course, he served with 1st Battalion, 67th Armor Regiment, 2nd Armored Division. Assignments ranged from platoon leader to company commander, as well as battalion (air) and assistant division operations officer. During the same period, he completed the Field Artillery Officer Advanced Course. In 1981, he earned a master's degree in operational analysis and engineering from Rensselaer Polytechnic Institute. Duties as a combat development analysis officer followed, first at the Armor School and then in the Operations and Plans Directorate at Army headquarters. Graduating from the Army Command and General Staff College in 1986, he next became the executive officer for 2nd Squadron of the 11th Armored Cavalry Regiment in Germany. Two years later, he returned to Army headquarters, again serving as a combat development analysis officer for the Armor and Anti-Armor Task Force, before becoming director of analysis for the Force Development Division. He assumed command of the 7th Cavalry Squadron in 1990 and subsequently led it during the Persian Gulf War. Following service as director of models and simulations at the Army's Combined Arms Command, he next took command of the 2nd Armored Cavalry Regiment in 1994 and led it during Operation UPHOLD DEMOCRACY in Haiti. After fulfilling the duties of executive officer to the commander of US Forces, Korea, he became the assistant commander (maneuver) of 2nd Infantry Division in 1997 and achieved general officer rank shortly thereafter. The next year, he joined the Joint Staff as deputy director for Western Hemisphere and global transnational issues in the Plans and Policy Directorate. As commander of 3rd Infantry Division, he later led Multinational Division (North) during Operation JOINT FORGE in Bosnia. Additional Joint Staff assignments followed. He was assigned duties as the vice director for force structure, resources, and assessment in 2001, followed by promotion to lieutenant general and appointment as director for strategic plans and policy in 2003. He then became director of the Joint Staff in August 2005. During his thirty-four-month tenure, US forces continued operations against al-Qaeda in Afghanistan. After a comprehensive policy review, the Joint Chiefs oversaw a strategic realignment to reverse deteriorating conditions in Iraq. They also addressed equipment and manpower issues resulting from the prolonged conflict, and responded to the onset of a major recession. Sharp received his fourth star in 2008 and assumed concurrent command of UN Command, Combined Forces Command, and US Forces Korea, posts he held until retirement in 2011.



Lieutenant General Stanley A. McChrystal, USA

11 Aug 2008–11 Jun 2009

General McChrystal graduated from the US Military Academy in 1976. His first assignments were as a rifle and weapons platoon leader and then a company executive officer in the 504th Parachute Infantry Regiment. After completing the Special Forces Officer Course, he joined the 7th Special Forces Group in 1979 and led an A-team. He next attended the Infantry Officer Advanced Course and in 1981 was assigned to UN Command Support Group, Korea, as an intelligence and operations officer. A year later, he reported to Fort Stewart, Georgia, where he served as a training officer before commanding a company and then becoming the operations officer for 3rd Battalion, 19th Infantry Regiment. Assignments with the 75th Ranger Regiment followed. Beginning in 1985, he was a liaison officer, commanded Company A, and served as the 3rd Battalion's operations officer. In 1990, he finished the Navy's Command and Staff Course and was assigned to the Operations Section at Joint Special Operations Command, which involved deployment during the Persian Gulf War. Three years later, he took command of 2nd Battalion, 504th Parachute Infantry Regiment, and in 1994 assumed command of 2nd Battalion, 75th Ranger Regiment. Following a yearlong fellowship at Harvard University's John F. Kennedy School of Government, he returned to command the 75th Ranger Regiment in 1997. He finished another fellowship at the Council on Foreign Relations in 2000 before becoming the assistant commander of the 82nd Airborne Division. During that tour, he achieved general officer rank and led Combined Joint Task Force–KUWAIT. He next served as chief of staff for XVIII Airborne Corps, as well as chief of staff for Combined Joint Task Force 180 in Afghanistan during Operation ENDURING FREEDOM. In 2002, he joined the Joint Staff as vice director of operations. He was chosen to lead Joint Special Operations Command in 2003. Later, he was promoted to lieutenant general and assumed concurrent responsibility for Joint Special Operations Command (Forward). Returning to the Pentagon in August 2008, he was appointed director of the Joint Staff. During his ten-month tour, the Joint Chiefs oversaw the strategic realignment of forces in Iraq and created the Joint Staff Pakistan-Afghanistan Coordination Cell to monitor operations in theater. He also developed the AFPAK Hands Program to provide experts on Afghanistan and Pakistan. In addition, the Joint Staff planned reinforcements to the counterinsurgency operations in Afghanistan, while the United States responded to the onset of a major recession. The US Africa Command was also established. In 2009, McChrystal received his fourth star and took concurrent command of the NATO International Security Assistance Force and US Forces–Afghanistan, posts he held until his retirement in 2010.



Lieutenant General Lloyd J. Austin III, USA

9 Aug 2009–13 Jul 2010

General Austin graduated from the US Military Academy in 1975. His first assignments were as a rifle and scout platoon leader in the 7th Infantry Regiment. After completing the Infantry Officer Advanced Course in 1979, he commanded a combat support company in the 508th Infantry Regiment before becoming the assistant operations officer for 1st Brigade, 82nd Airborne Division. Two years later, he reported to the Indianapolis District Recruiting Command, where he served as the operations officer and then a company commander. He earned a master's degree from Auburn University in 1985 and subsequently returned to the US Military Academy as a cadet counselor and company tactical officer. Duties at Fort Drum, New York, followed his tenure at Command and Staff College. Beginning in 1989, he served consecutively as the operations and executive officer for 2nd Battalion, 2nd Infantry; executive officer for 1st Infantry Brigade, 10th Mountain Division; and in 1992 as head of the garrison's Directorate of Plans, Training, Mobilization, and Security. A year later, he assumed command of 2nd Battalion, 505th Parachute Infantry Regiment, and led the unit during Operation SAFE HAVEN in Panama. Later, he became the 82nd Airborne Division's operations officer. Upon graduation from the Army War College in 1997, he returned to Fort Bragg, North Carolina, as commander of 3rd Brigade, 82nd Airborne Division. Two years later, he began his first tour with the Joint Staff, serving as chief of the Joint Operations Division. In 2001, he became the assistant commander of 3rd Infantry Division. During this assignment, he achieved general officer rank and participated in the invasion of Iraq. He assumed command of 10th Mountain Division two years later, received his second star, and led Combined Joint Task Force 180 in Afghanistan. Afterward he was assigned as chief of staff at US Central Command. Promoted to lieutenant general in 2006, he next commanded XVIII Airborne Corps and also led Multi-National Corps–Iraq. Three years later, he returned to the Pentagon as director of the Joint Staff. During his ten-month tenure, the Joint Chiefs oversaw escalation of counterinsurgency operations in Afghanistan, continued training the Iraq army in anticipation of the US withdrawal, and responded to declining defense budgets amid the global recession. The Joint Staff also assisted in the response to the Haiti earthquake. Austin subsequently was promoted to general in September 2010 prior to assuming responsibility for US Forces–Iraq. He followed that assignment with duties as vice chief of staff of the Army in 2012 and then command of US Central Command in 2013. He retired in April 2016.



Vice Admiral William E. Gortney, USN

14 Jul 2010–8 Aug 2012

Admiral Gortney graduated from Elon College in 1977. He subsequently enrolled in Aviation Officer Candidate School, received a commission in the Naval Reserve, and completed pilot training in 1979. Over the next decade, he served in a variety of aviation billets—often afloat—with Training Squadron 26, Attack Squadrons 174 and 82, and Strike Fighter Squadrons 125 and 87. Assigned to Navy headquarters in 1989, he spent the following two years as aide to the assistant chief of naval operations for air warfare. He next served as the executive officer for Strike Fighter Squadrons 132 and 15 before taking command of the latter unit in 1993. Upon graduation from the Naval War College in 1996—where he earned a master's degree in national security and strategic studies—he commanded Strike Fighter Squadron 106. His first tour with the Joint Staff began the following year in the Operations Directorate. His next two assignments involved participation in Operation SOUTHERN WATCH: first as deputy director for current operations at Joint Task Force SOUTHWEST ASIA in Saudi Arabia, and then in 2000 as deputy commander of Carrier Air Wing Seven aboard the USS *Dwight D. Eisenhower*. Two years later, he assumed command of the air wing and supported Operation ENDURING FREEDOM while embarked aboard the USS *John F. Kennedy*. Staff assignments followed. In 2003, he became chief of staff for Fifth Fleet and Naval Forces Central Command. This included temporary duty as chief of the Naval and Amphibious Liaison Element assigned to the Combined Forces Air Component commander during the invasion of Iraq. The following year he reported to Fleet Forces Command as the director for operations, policy, plans, and training. It was during that tour that he achieved flag rank. In 2006, he took command of Carrier Strike Group 10. Later, he received a second star. While deployed aboard the USS *Harry S. Truman*, he supported Operation IRAQI FREEDOM. Following a brief stint as special assistant to the commander of Second Fleet, he was promoted to vice admiral in 2008 and returned to lead Fifth Fleet and Naval Forces Central Command. He was appointed director of the Joint Staff two years later. During his tenure, the Joint Chiefs oversaw the withdrawal of forces from Iraq, the expansion of operations in Afghanistan, the establishment of the US Cyber Command, and the repeal of Don't Ask, Don't Tell. His time as director also included Operation ODYSSEY DAWN, the international military operation in Libya, and Operation NEPTUNE SPEAR, which killed Osama Bin Laden, the architect of the 9/11 terror attack. Two years later, he received his fourth star and assumed command of Fleet Forces Command. This post was followed by command of US Northern Command until his retirement in 2016.



Lieutenant General Curtis M. Scaparroti, USA

9 Aug 2012–11 Aug 2013

General Scaparroti graduated from the US Military Academy in 1978. His first assignments were with 3rd Battalion, 325th Infantry Regiment, where he held billets as a rifle and antitank platoon leader, combat support and rifle company commander, and battalion air operations officer. After completing the Infantry Officer Advanced Course in 1984, he earned a master's degree from the University of South Carolina and then returned to West Point, where he served as a tactical officer before becoming the superintendent's aide. Following Command and Staff College in 1989, he reported to Fort Drum for duty with 10th Mountain Division. He served consecutively as the operations officer for 1st Battalion, 87th Infantry Regiment, and then for 1st Brigade. He eventually became chief of the division's Operations Branch. Additional staff assignments followed. In 1992, he was posted to the Army Total Personnel Command, where he was an infantry assignments officer before becoming executive officer to the director of management at Army headquarters. Two years later, he took command of 3rd Battalion, 325th Infantry Regiment, part of the Army's Southern European Task Force. He subsequently led the unit during Operations SUPPORT HOPE in Zaire and Rwanda, JOINT ENDEAVOR in Bosnia-Herzegovina, and ASSURED RESPONSE in Liberia. He became the 10th Mountain Division's operations officer in 1996. Following instruction at the Army War College, he reported to the deputy chief of staff for plans and operations at Army headquarters in 1998 and was assigned duties as chief of Army Initiatives Group. A year later, he took command of 2nd Brigade, 82nd Airborne Division. In 2001, he joined the Joint Staff as assistant deputy director for joint operations. Two years later, he became the assistant commander (maneuver) of 1st Armored Division and participated in Operation IRAQI FREEDOM. Assigned to West Point again in 2004, he was commandant of cadets for two years before becoming director of operations at the US Central Command. He next took command of the 82nd Airborne Division in 2008 and subsequently led Combined Joint Task Force 82 and Regional Command-East in Afghanistan during Operation ENDURING FREEDOM. Upon promotion to lieutenant general, he was chosen to head I Corps and Joint Base Lewis-McCord. During that assignment he led US Forces-Afghanistan and the NATO International Security Assistance Force Joint Command. He was appointed director of the Joint Staff in October 2012. During his tenure, the Joint Chiefs oversaw the gradual withdrawal of US troops from Afghanistan and a strategic realignment of the armed forces. After receiving his fourth star, he took the helm of UN Command, Combined Forces Command, and US Forces-Korea. In spring 2016, he assumed the duties as commander of US European Command and as Supreme Allied Commander, Europe. He retired in May 2019.



Lieutenant General David L. Goldfein, USAF

12 Aug 2013–31 Jul 2015

General Goldfein graduated from the US Air Force Academy in 1983. After pilot training, he was assigned to the 90th Flying Training Squadron. While serving as a flight instructor, he completed the Squadron Officer School and earned an MBA from Oklahoma City University. In 1988, he joined the 17th Tactical Fighter Squadron, where he flew the F-16, served as a flight commander and participated in the Persian Gulf War. Following the Fighter Weapons Instructor Course, he reported to the 366th Composite Wing for duties as chief of weapons and tactics. Staff assignments followed Air Command and Staff College in 1995. As special assistant to the commander of Allied Air Forces Southern Europe and 16th Air Force, he spent time at the Vicenza Combined Air Operations Center during Operation DELIBERATE FORCE over Bosnia-Herzegovina. A year later, he became the executive officer to the commander of US Air Forces, Europe. In 1997, he was assigned to the 555th Fighter Squadron. He served as its operations officer for a year before taking command and leading the squadron during Operation ALLIED FORCE over Kosovo. Having already completed the Air War College via correspondence, he was selected as a National Defense Fellow to the State Department's Senior Seminar in 2000. Later, he became the deputy division chief for combat forces at Air Force headquarters. Consecutive command tours followed. He assumed command of the 366th Operations Group in 2002, the 52nd Fighter Wing in 2004, and the 49th Fighter Wing in 2006. During the latter assignment, he achieved general officer rank. Two years later, he returned to Air Force headquarters as deputy director of programs in the Office of the Deputy Chief of Staff for Strategic Plans and Programs. The following year, he was assigned as director of operations at Air Combat Command. Promoted to lieutenant general in 2011, he led US Air Forces, Central Command, before being appointed director of the Joint Staff in August 2013. During his tenure, the Joint Chiefs continued to oversee the transition of authority to Afghan military authorities and responded to the emergence of Islamic State forces in Syria and Iraq. The United States responded to the Ebola epidemic in West Africa by deploying troops to provide logistical support, train health care workers, test fluid samples in mobile labs, and construct treatment units in support of Operation UNITED ASSISTANCE. Also, the Joint Chiefs responded to heightened tensions in NATO that resulted from the Russian annexation of the Crimea. After receiving his fourth star in 2015, he became vice chief of staff of the Air Force. In July 2016, he was appointed chief of staff of the Air Force. After serving in this position for more than four years, he retired in August 2020.



Lieutenant General William C. Mayville Jr., USA

1 Aug 2015–30 Jul 2017

General Mayville graduated from the US Military Academy in 1982. He led rifle and weapons platoons, served as company executive officer, and participated in Operation URGENT FURY in Grenada in his first assignment with 1st Battalion, 75th Ranger Regiment. After completing the Infantry Officer Advanced Course in 1986, he joined 1st Battalion (Mechanized), 7th Infantry Regiment, 3rd Infantry Division, in Germany. While there, he was the battalion's maintenance officer and commanded Company C. He then earned a master's degree in aerospace engineering from the Georgia Institute of Technology in 1991 and attended the Material Acquisition Management Course at Fort Belvoir, Virginia. He next reported to Fort Bragg, North Carolina, for duty as material officer and then chief of the Material Branch at the JFK Special Warfare Center and School. Later, he became the operations officer for 3rd Battalion, 505th Parachute Infantry Regiment. Upon completion of the Army Command and General Staff College in 1995, he served as the logistics officer and then executive officer of the 75th Ranger Regiment. He assumed command of 1st Battalion, 504th Parachute Infantry Regiment, two years later. Next, he became chief of the Plans and Training Division at Joint Special Operations Command. He graduated from the Naval War College in 2002 and took command of the 173rd Airborne Brigade, leading the unit's airborne assault during the opening days of Operation IRAQI FREEDOM. Two years later, he was assigned as chief of staff, US Army Southern European Task Force (Airborne). This assignment included duty as chief of staff, Combined Joint Task Force 76 (CJTF-76), during Operation ENDURING FREEDOM in Afghanistan. Advancement to general officer rank and additional staff assignments at US European Command in Germany followed in 2006. First, he served as deputy director of operations and then as deputy director of plans and policy. He became deputy commanding general (support) of the 82nd Airborne Division two years later, which again included duty with CJTF-76 in Afghanistan. In 2009, he received his second star and transitioned to deputy chief of staff for operations, International Security Assistance Force (ISAF). In 2011, he took command of 1st Infantry Division, which involved leading the division and ISAF's Regional Command East, located at Bagram Air Base in Afghanistan. In 2013, he was promoted to lieutenant general and appointed the Joint Staff's director for operations. He became director of the Joint Staff in 2015. During his tenure, he oversaw a mandated reduction in the size of Joint headquarters while he and the Joint Chiefs continued to focus on defeating Islamic State forces in an increasingly complex environment in Syria and Iraq. He served as director until 2017, when he became the vice commander of US Cyber Command, a position he held until his retirement in 2018.



Lieutenant General Kenneth F. McKenzie Jr., USMC

31 Jul 2017–28 Feb 2019

General McKenzie graduated from the Citadel in 1979 and accepted a commission in the US Marine Corps. After infantry training, he served as a platoon commander and company executive officer. While serving as a detachment commander in Charleston, South Carolina, he earned a master's degree in teaching with a concentration in history from the Citadel in 1984. He then attended the Armor Officer Advanced Course at Fort Knox, Kentucky, in 1984–85. Afterward, he served as assistant operations officer and company commander of 3rd Battalion, 8th Marines. His next assignment was as Marine officer instructor at the Virginia Military Institute. He then studied at Marine Corps Command and Staff College and the School of Advanced Warfighting at Marine Corps University from August 1991 until June 1993. From 1993 to 1995, he was a member of the Commandant's Staff Group before becoming the executive officer of 1st Battalion, 6th Marines. A yearlong stint as operations officer of the 2nd Marine Division followed, during which he was promoted to lieutenant colonel. As a lieutenant colonel, he commanded 1st Battalion, 6th Marines, in 1997–99. He was selected as a Commandant of the Marine Corps Fellows in 1999 and served as a Senior Military Fellow within the Institute for National Strategic Studies at National Defense University. He then served as the Marine representative to the Quadrennial Defense Review. Promoted to colonel, he served as the commanding officer of the 22nd Marine Expeditionary Unit (Special Operations Capable). He led the unit on combat deployments to Afghanistan in 2004 and to Iraq in 2005–6. In 2006–7, he served as the military secretary to the 33rd and 34th commandants of the Marine Corps. In July 2007, upon promotion to brigadier general, he served on the Joint Staff as a deputy director of operations at the National Military Command Center. He was selected in June 2008 by the CJCS to be the director of the Chairman's New Administration Transition Team. In this capacity, he coordinated the efforts of the Joint Staff and the combatant commands in preparing for and executing a wartime transition of administrations. In June 2009, he reported to the International Security Assistance Force in Kabul, Afghanistan, to serve as the deputy to the deputy chief of staff for stability. Upon his return from Afghanistan, he was assigned in July 2010 as the director of strategy, plans, and policy for US Central Command in Tampa, Florida. In August 2012, he reported to Headquarters Marine Corps to serve as the Marine representative to the Quadrennial Defense Review. He was promoted to lieutenant general and assumed command of US Marine Corps Forces, Central Command, in June 2014. In November 2015, he became director of strategic plans and policy on the Joint Staff at the Pentagon. He was appointed director of the Joint Staff in July 2017 and held that position until February 2019. He was subsequently promoted to general and took command of US Central Command.



Vice Admiral Michael M. Gilday, USN

1 Mar 2019–17 Jul 2019

Admiral Gilday graduated from the US Naval Academy in 1985. He then attended the Surface Warfare Officers School at Naval Base Coronado in San Diego, California. From there, he reported to the USS *Chandler* as main propulsion assistant, where he served for three years. He followed this with duty-under-instruction with the US Pacific Fleet Combat Training Command in San Diego and a subsequent posting as a combat systems officer on board USS *Princeton*. In 1992, he earned a master's degree at the Harvard Kennedy School, followed in 1993 by assignment to the Bureau of Naval Personnel as an assistant surface captain assignment detailer. Two years later, he reported to the Office of the Chief of Naval Operations (CNO) to serve as an action officer in the Warfare Policy Branch. This was followed by a return to sea duty on board USS *Gettysburg* as the executive officer from 1997 until 1999. He then served as a naval aide to Presidents William J. Clinton and George W. Bush. In May 2001, he entered the commanding officer pipeline, subsequently commanding the guided-missile destroyers USS *Higgins* from February 2002 until April 2003 and USS *Benfold* from April 2003 until August 2003. In August 2003, he returned to Washington, DC, to serve as the deputy executive assistant to the vice CNO. In 2005, he reported to the National War College at Fort McNair as a student. Upon graduation in 2006, he again entered the commanding officer pipeline and subsequently commanded Destroyer Squadron 7. In May 2008, he was ordered to serve as the chief of staff of the Chairman's New Administration Transition Team. Afterward, he remained on the Joint Staff to serve as both the executive assistant to the director for strategic plans and policy and as an executive assistant to the CJCS. August 2010 saw him posted as the operations director, Joint Forces Command, in Lisbon, Portugal. Two years later, he became the chief of staff for Strike Force NATO. In June 2013, he became the commander of Carrier Strike Group 8 embarked on board the USS *Dwight D. Eisenhower*. Next, he was appointed the director of operations at US Cyber Command in April 2014, followed by command of Fleet Cyber Command, US Tenth Fleet, in July 2016. In July 2018, he reported to the Joint Staff as director for operations. He then assumed responsibilities as director of the Joint Staff in March 2019. In July 2019, he was nominated to be the next CNO. The US Senate confirmed his fourth star in August 2019, and he began serving as CNO.



Lieutenant General Glen D. VanHerck, USAF

18 Jul 2019–26 Sep 2019 (Acting)

27 Sep 2019–3 August 2020

General VanHerck graduated from the University of Missouri in 1987. He has a diverse background that includes operational, training, and test assignments in the F-15C, B-2A, B-1B, and the F-35A aircraft. After commissioning through the Reserve Officer Training Corps program and completing pilot training, VanHerck served as an F-15C pilot with the 44th Fighter Squadron at Kadena Air Base in Japan. After four years there, he attended the US Air Force Fighter Weapons School at Nellis Air Force Base, Nevada, then flew with the 94th Fighter Squadron at Langley Air Force Base in Virginia. He returned to the Weapons School in 1997 as an instructor pilot and chief of safety. In 1998, VanHerck transitioned to flying the B-2 bomber at Whiteman Air Force Base, Missouri. During this assignment, he served as the operations officer of the 325th Bomb Squadron and directed the first three nights of Operation ENDURING FREEDOM. Four years later, VanHerck reported to Headquarters, Air Combat Command, at Langley Air Force Base as chief of senior leader management. He returned to flying in 2004, first as commander of the 325th Weapons Squadron at Whiteman Air Force Base, then as 509th Operations Group deputy commander. Next he attended the Naval War College in Newport, Rhode Island, followed by qualification in the T-6A trainer in 2008. He then became commander of 71st Operations Group and later vice commander of 71st Flying Training Wing at Vance Air Force Base, Oklahoma. He next served as the director of plans and integration for global strike at US Strategic Command at Offutt Air Force Base, Nebraska. In 2012, VanHerck took command of the 7th Bomb Wing at Dyess Air Force Base, Texas, followed by command of the 509th Bomb Wing at Whiteman Air Force Base in 2014. A year later he reported to Global Strike Command at Barksdale Air Force Base, Louisiana, as the director of operations. In March 2016, VanHerck took command of the Air Force Warfare Center at Nellis Air Force Base where he also served as an F-35A test and evaluation pilot. He subsequently reported to the Joint Staff as the vice director of strategic plans and policy in July 2017, becoming vice director of the Joint Staff a year later. He assumed duties as acting director of the Joint Staff in July 2019 and was confirmed as director in September 2019. In August 2020, he was promoted to general and became the commander of US Northern Command and North American Aerospace Defense Command.



Lieutenant General Andrew P. Poppas, USA

1 October 2020–Present

General Poppas graduated from the US Military Academy in 1988. After completing the Infantry Officer Basic Course, his first assignments were as a platoon leader, company executive officer, and assistant operations officer with 1st Battalion, 3rd Infantry Regiment, situated in the National Capital Region. Four years later, after completing the Infantry Officer Advanced Course, he joined the 82nd Airborne Division at Fort Bragg, North Carolina. There he served as a logistics officer before commanding B Company, 3rd Battalion, 505th Parachute Infantry Regiment, and later the division's Advanced Airborne School. Training at the Defense Language Institute preceded duties in 1998 as a foreign area officer with the 229th Military Intelligence Battalion in Thessaloniki, Greece. In 2002, while attending the Army Command and General Staff College at Fort Leavenworth, Kansas, he also earned a master's degree in Occupational Education from Kansas State University. A series of postings as an operations officer followed: 2nd Battalion, 504th Parachute Infantry Regiment; then 1st Brigade, 82nd Airborne Division; and lastly the Joint Staff's Joint Operations Directorate in Washington, DC. During a third tour with the 82nd Airborne he commanded 3rd Battalion, 505th Parachute Infantry Regiment, and led the unit—redesignated 5th Squadron, 73rd Cavalry Regiment, 3rd Brigade Combat Team—in Operation IRAQI FREEDOM. It was while operating in Diyala Province in 2006–7, for which Task Force 300 received the Presidential Unit Citation, that he earned the Purple Heart and Bronze Star Medals (with "V" device). He served briefly as the division's assistant chief of staff before attending the Joint Combined Warfighting School, Joint Forces Staff College, Norfolk, Virginia. Upon graduation in 2008, he reported to Fort Campbell, Kentucky, to command the 1st Brigade Combat Team of the 101st Airborne Division (Air Assault), which included duty in Afghanistan in 2010–11 during Operation ENDURING FREEDOM. After a yearlong fellowship at Harvard University, he rejoined the 101st Airborne Division in 2012, this time as its deputy commanding general (for operations). It was during a second tour of duty in Afghanistan the following year, as deputy of Combined Joint Task Force 101, that he advanced to flag rank. Back in Washington, DC, he spent two years as the Joint Staff's deputy director for regional operations and force management, and a short time as director of force management for the Army's deputy chief of staff. He next commanded the 101st Airborne during a third tour with that division, beginning in 2017, and again served in Afghanistan the following year. There he fulfilled dual roles as commander of the US National Support Element Command during Operation FREEDOM'S SENTINEL and deputy chief of staff (for operations) for NATO's RESOLUTE SUPPORT mission. Upon returning to the Pentagon in spring 2019, he first served as the Joint Staff's director of operations and then in October 2020 advanced to become director of the Joint Staff.