



DEPUTY SECRETARIES OF DEFENSE



1949 - 2015



HISTORICAL OFFICE
OFFICE OF THE SECRETARY OF DEFENSE

*Prepared by Dr. Shannon E. Mohan, Historian
Dr. Erin R. Mahan, Chief Historian*

CONTENTS

Historical Origins of the Deputy Secretary of Defense	iii
Deputy Secretaries of Defense	1
Deputy Secretary Demographics	9
History of the Positional Colors for the Office of the Deputy Secretary of Defense	11



“I believe that the Deputy should be versed, across the board, in the problems and responsibilities that the Secretary of Defense has, so that he can always step in and not just be in the wings somewhere, waiting to be called . . . I would keep the Deputy’s role as one of a generalist, of being available in all areas, of being versed and experienced, and of dealing with whatever came up, as a junior partner and alter ego for the Secretary.”

Roswell L. Gilpatric
former Deputy Secretary of Defense





Secretary of the Navy (and future Deputy Secretary of Defense) Paul H. Nitze meets with Secretary of Defense Robert S. McNamara and Deputy Secretary of Defense Cyrus R. Vance, April 1965. (OSD Historical Office)



(L-R) Deputy Secretary of Defense-designate David Packard, Secretary of Defense-designate Melvin R. Laird with their predecessors, Secretary of Defense Clark Clifford and Deputy Secretary of Defense Paul H. Nitze, January 1969. (OSD Historical Office)



Five former Deputy Secretaries of Defense (L-R): William Howard Taft IV, John J. Hamre, Paul H. Nitze, Robert F. Ellsworth, and John P. White, November 1998. (OSD Historical Office)

HISTORICAL ORIGINS OF THE DEPUTY SECRETARY OF DEFENSE

The post of a “second in command” at the Pentagon was not part of the 1947 National Security Act, which created the position of Secretary of Defense.



Public Law 81-36, signed by President Harry S. Truman on 2 April 1949, created an Under Secretary of Defense.



The 1949 National Security Act Amendments, signed into law by President Harry S. Truman on 10 August 1949, redesignated the post of “Under Secretary of Defense” to “Deputy Secretary of Defense.”



Under the 1949 Amendments, the Deputy Secretary of Defense was appointed from civilian life by the President, with the advice and consent of the Senate, provided the person was not within 10 years after relief from active duty as a commissioned officer of a regular component of the armed forces. The Deputy performs such duties and exercises such powers as the Secretary of Defense may prescribe; acts for, and exercises the powers of, the Secretary of Defense when the Secretary is disabled or absent; and takes precedence in the Department of Defense immediately after the Secretary.



President Richard M. Nixon signed Public Law 92-596 on 27 October 1972 establishing a second Deputy Secretary of Defense.



The second Deputy Secretary of Defense position was not filled until December 1975.



This second Deputy Secretary of Defense was abolished by Public Law 95-140 on 21 October 1977. Two Under Secretaries of Defense, the Under Secretary of Defense for Policy and the Under Secretary of Defense for Research and Engineering, replaced the second Deputy Secretary of Defense.

DEPUTY
SECRETARIES
OF
DEFENSE

1949 - 2015

TRUMAN ADMINISTRATION

STEPHEN TYREE EARLY

10 August 1949–30 September 1950



- Served in the U.S. Army, 1917–1919
- Journalist with United Press, 1908–1913; Associated Press, 1913–1917, 1920–1927
- Assistant Secretary to President Franklin D. Roosevelt for Press, 1933–1945
- Considered the first modern press secretary
- First Under Secretary of Defense, 2 May 1949–9 August 1949, before the position was redesignated “Deputy”

ROBERT ABERCROMBIE LOVETT

4 October 1950–16 September 1951



- B.A., Yale (1918)
- Served in the U.S. Navy, 1917–1919
- Investment banker
- Partner, Brown Brothers Harriman and Company, 1926–1940; 1946–1947; 1949–1950
- Special Assistant to the Secretary of War, 1940–1941
- Assistant to the Secretary of War for Air, 1941–1945
- Under Secretary of State, 1947–1949
- Secretary of Defense, 1951–1953

WILLIAM CHAPMAN FOSTER

24 September 1951–20 January 1953



- Attended MIT
- Served in the U.S. Army, 1917
- Business executive
- President, Pressed and Welded Steel Products Company, 1946
- Under Secretary of Commerce, 1946–1948
- Administrator, Economic Cooperation Administration, 1948–1951
- Director, U.S. Arms Control and Disarmament Agency, 1961–1969

EISENHOWER ADMINISTRATION

ROGER MARTIN KYES

2 February 1953–1 May 1954



- B.A., Harvard (1928)
- Business executive
- General Manager, Truck and Coach Division, General Motors Corporation, 1950
- Vice President, General Motors Corporation, 1950
- Vice President, Accessory Group, General Motors Corporation, 1959–1965
- Executive Vice President, Automotive Components Group and Defense Division, General Motors Corporation, 1965–1970

ROBERT BERNERD ANDERSON

3 May 1954–4 August 1955



- B.A., Weatherford College (1927); University of Texas Law School (1932)
- Lawyer
- Served one term in the Texas House of Representatives, 1933
- General Counsel; Manager, W.T. Waggoner Estate, 1937–1952
- Secretary of the Navy, 1953–1954
- President, Ventures Limited, 1955–1957
- Secretary of the Treasury, 1957–1961
- Special Ambassador to Panama, 1964–1973

REUBEN BUCK ROBERTSON, JR.

5 August 1955–25 April 1957



- B.S., Yale (1930)
- Engineer
- Member, War Production Board, 1942
- Served in the U.S. Army, 1942–1945
- President, Champion Paper and Fibre Company, 1950–1955
- Wage Stabilization Board, 1950–1951
- Vice Chairman, Hoover Commission's Committee on Business Organization of the Defense Department, 1955

DONALD AUBREY QUARLES

1 May 1957–8 May 1959



- B.A., Yale (1916)
- Served in the U.S. Army, 1917–1919
- Engineer, Bell Telephone Laboratories, 1919–1948
- Vice President, Bell Telephone Laboratories, 1948–1952
- President, Sandia Corporation, 1952
- Assistant Secretary of Defense for Research and Development, 1953–1955
- Secretary of the Air Force, 1955–1957

THOMAS SOVEREIGN GATES, JR.

8 June 1959–1 December 1959



- B.A., University of Pennsylvania (1928)
- Investment banker
- Partner, Drexel and Company, 1940
- Served in the U.S. Navy, 1942–1945
- Under Secretary of the Navy, 1953–1957
- Secretary of the Navy, 1957–1959
- Secretary of Defense, 1959–1961
- Chief, U.S. Liaison Office to the People's Republic of China, 1976–1977

JAMES HENDERSON DOUGLAS, JR.

11 December 1959–24 January 1961



- B.A., Princeton (1920); Harvard Law School (1924)
- Lawyer
- Served in the U.S. Army, 1918; U.S. Army Air Forces, 1942–1945
- Assistant Secretary of the Treasury, 1932–1933
- Under Secretary of the Air Force, 1953–1957
- Secretary of the Air Force, 1957–1959

KENNEDY & JOHNSON ADMINISTRATIONS

ROSWELL LEAVITT GILPATRIC

24 January 1961–20 January 1964



- A.B., Yale (1928); Yale Law School (1931)
- Lawyer
- Partner, Cravath, Swain & Moore, 1940–1951; 1953–1961
- Assistant Secretary of the Air Force for Material, 1951
- Under Secretary of the Air Force, 1951–1953
- Chairman, Board of Trustees, Aerospace Corporation, 1960–1961
- Special Presidential Emissary to Portugal, 1964
- Deputy Chairman, Board of Directors, New York Federal Reserve Bank, 1970
- Chairman, Board of Directors, New York Federal Reserve Bank, 1971

CYRUS ROBERTS VANCE

28 January 1964–30 June 1967



- B.A., Yale (1939); Yale Law School (1942)
- Lawyer
- Served in the U.S. Navy, 1942–1946
- Associate; Partner, Simpson, Thacher and Bartlett, 1947–1956; 1956–1961
- General Counsel, Department of Defense, 1961–1962
- Secretary of the Army, 1962–1963
- Secretary of State, 1977–1980

PAUL HENRY NITZE

1 July 1967–20 January 1969



- B.A., Harvard (1928)
- Investment banker
- Vice President, Dillon, Read, and Company, 1939–1941
- Served in the U.S. Government during World War II
- Director; Vice Chairman, U.S. Strategic Bombing Survey, 1944–1946
- Director, Policy Planning Staff, Department of State, 1950–1953
- Assistant Secretary of Defense for International Security Affairs, 1961–1963
- Secretary of the Navy, 1963–1967

NIXON & FORD ADMINISTRATIONS

DAVID PACKARD

24 January 1969–13 December 1971



- A.B., Stanford (1934); M.A., Stanford (1939)
- Engineer
- Cofounder with William Hewlett, Hewlett-Packard Company, 1938
- President; Chief Executive Officer; Chairman of the Board, Hewlett-Packard, 1947–1964; 1964–1969
- Chairman, President's Blue Ribbon Commission on Defense Management, 1985–1986

DAVID KENNETH RUSH

23 February 1972–29 January 1973



- B.A., University of Tennessee (1930); Yale Law School (1932)
- Lawyer
- Associate, Chadbourne, Stanchfield & Levy, 1932–1936
- Professor of Law, Duke University, 1936–1937
- Vice President; Director; Executive Vice President; President, Union Carbide and Carbon Corporation, 1949; 1958; 1961; 1966–1969
- U.S. Ambassador to the Federal Republic of Germany, 1969–1972
- Deputy Secretary of State, 1973–1974
- U.S. Ambassador to France, 1974–1977

WILLIAM PERRY CLEMENTS, JR.

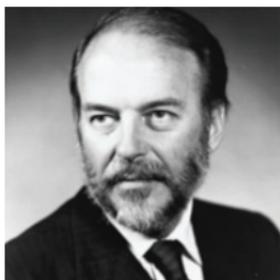
30 January 1973–20 January 1977



- Attended Southern Methodist University
- Engineer
- Served in the U.S. Army Corps of Engineers, 1941–1945
- Founder, Southeast Drilling Company, 1947
- Chairman, Board of Governors, Southern Methodist University, 1965–1973
- First Republican Governor of Texas since Reconstruction, 1979–1983; 1987–1991

ROBERT FRED ELLSWORTH

23 December 1975–10 January 1977



- B.S., University of Kansas (1945); University of Michigan Law School (1949)
- Mechanical engineer; lawyer
- Served in the U.S. Navy, 1944–1946; 1950–1953
- Republican Congressman from Kansas, 1961–1967
- U.S. Ambassador to NATO, 1969–1974
- Assistant Secretary of Defense for International Security Affairs, 1974–1975
- The first and only Second Deputy Secretary of Defense

CARTER ADMINISTRATION

CHARLES WILLIAM DUNCAN, JR.

31 January 1977–26 July 1979



- B.S., Rice University (1947)
- Chemical engineer
- Served in the U.S. Army Air Forces, 1944–1946
- Administrative Vice President; President, Duncan Foods, 1957; 1958
- Head, Coca-Cola Company's European operations, 1964
- Executive Vice President; President, Coca-Cola Company, 1970; 1971
- Secretary of Energy, 1979–1981

WILLIAM GRAHAM CLAYTOR, JR.

24 August 1979–16 January 1981



- B.A., University of Virginia (1933); Harvard Law School (1936)
- Lawyer
- Served in the U.S. Navy, 1941–1946
- Associate; Partner, Covington & Burling, 1938–1967
- Vice President; President; Chairman, Southern Railway Company, 1967–1977
- Secretary of the Navy, 1977–1979
- Acting Secretary of Transportation, 1979

REAGAN ADMINISTRATION

FRANK CHARLES CARLUCCI

4 February 1981–31 December 1982



- A.B., Princeton (1952)
- Served in the U.S. Navy, 1952–1954
- U.S. Foreign Service Officer, Department of State, 1956–1969
- Assistant Director for Operations; Director, Office of Economic Opportunity, 1969–1970; 1971
- Associate Director and Deputy Director, Office of Management and Budget, 1971–1972
- Under Secretary of Health, Education and Welfare, 1972–1974
- U.S. Ambassador to Portugal, 1974–1978
- Deputy Director, Central Intelligence Agency, 1978–1981
- Assistant to the President for National Security Affairs, 1987
- Secretary of Defense, 1987–1989

WILLIAM PAUL THAYER

12 January 1983–4 January 1984



- Attended the University of Kansas
- Pilot
- Served in the U.S. Navy, 1941–1945
- Test Pilot; Chief Test Pilot, Chance Vought, 1948; 1949–1950
- Flight Test Director; Vice President of Sales, Chance Vought, 1952–1954
- President, Chance Vought Aircraft, 1961–1965
- President, LTV Aerospace Corporation, 1965–1970
- Chairman and CEO, LTV Corporation, 1970–1982

WILLIAM HOWARD TAFT IV

3 February 1984–22 April 1989



- B.A., Yale (1966); Harvard Law School (1969)
- Lawyer
- Attorney adviser to Chairman, Federal Trade Commission, 1969–1970
- Principal Assistant to Deputy Director, Office of Management and Budget, 1970–1973
- Executive Assistant to Secretary, Department of Health, Education and Welfare, 1973–1976
- General Counsel, Department of Health, Education and Welfare, 1976–1977
- General Counsel, Department of Defense, 1981–1984
- Acting Secretary of Defense, January 1989–March 1989
- U.S. Permanent Representative to NATO, 1989–1992

BUSH ADMINISTRATION

DONALD JESSE ATWOOD

24 April 1989–20 January 1993



- S.B., MIT (1948); S.M., MIT (1950)
- Electrical engineer
- Served in the U.S. Army Signal Corps, 1943–1946
- Vice President and Treasurer, Dynatrol Corporation, 1952–1959
- President, GM Hughes Electronics Corporation, 1984
- Executive Vice President; Vice Chairman of the Board, GM, 1984; 1987

CLINTON ADMINISTRATION

WILLIAM JAMES PERRY

5 March 1993–3 February 1994



- B.S., Stanford (1949), M.S., Stanford (1950); Ph.D., Penn State (1957)
- Mathematician
- Served in the U.S. Army Corps of Engineers, 1946–1947; U.S. Army Reserves, 1950–1955
- Laboratory Director, General Telephone and Electronics, 1954–1964
- Founder; President, ESL, Inc., 1964–1977
- Under Secretary of Defense for Research and Engineering, 1977–1981
- Secretary of Defense, February 1994–January 1997

JOHN MARK DEUTCH

11 March 1994–10 May 1995



- B.A., Amherst College (1961); B.S., MIT (1961); Ph.D., MIT (1965)
- Physical chemist
- Systems Analyst, Department of Defense, 1961–1965
- Assistant Professor of Chemistry, Princeton University, 1966–1969
- Professor; Dean; Provost, MIT, 1970–1977; 1980–1993
- Director of Energy Research; Under Secretary of Energy, 1977–1980
- Under Secretary of Defense for Acquisition and Technology, 1993–1994
- Director, Central Intelligence Agency, 1995–1996

JOHN PATRICK WHITE

22 June 1995–15 July 1997



- B.S., Cornell (1959); M.A., Syracuse University (1964); Ph.D., Syracuse (1969)
- Economist
- Served in the U.S. Marine Corps, 1959–1961
- Assistant Secretary of Defense for Manpower, Reserve Affairs, and Logistics, 1977–1978
- Deputy Director, Office of Management and Budget, 1978–1981
- Chairman, Commission on Roles and Missions of the Armed Forces, 1994–1995

JOHN JULIAN HAMRE

29 July 1997–31 March 2000



- B.A., Augustana College (1972); Ph.D., Johns Hopkins University (1978)
- Deputy Assistant Director for National Security and International Affairs, Congressional Budget Office, 1978–1984
- Staff member, Senate Armed Services Committee, 1984–1993
- Under Secretary of Defense, Comptroller, 1993–1997
- Chief Executive Officer and President; Pritzker Chair, Center for Strategic and International Studies, 2000–

RUDY FRANK DE LEON

31 March 2000–1 March 2001



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

BUSH ADMINISTRATION

PAUL DUNDES WOLFOWITZ

2 March 2001–1 May 2005



- B.A., Cornell (1965); Ph.D., University of Chicago (1972)
- Political scientist
- Special Assistant, U.S. Arms Control and Disarmament Agency, 1973–1977
- Deputy Assistant Secretary of Defense for Regional Programs, 1977–1980
- Director, Policy Planning, Department of State, 1981–1982
- Assistant Secretary of State for East Asian and Pacific Affairs, 1982–1986
- U.S. Ambassador to Indonesia, 1986–1989
- Under Secretary of Defense for Policy, 1989–1993
- President, World Bank, 2005–2007

GORDON RICHARD ENGLAND

4 January 2006–20 January 2009



- B.S., University of Maryland (1961); M.B.A., Texas Christian University (1975)
- Executive Vice President, General Dynamics, 1997–2001
- Secretary of the Navy, 2001–2003; 2003–2005
- Deputy Secretary of Homeland Security, 2003
- Acting Deputy Secretary of Defense, 2005–2006

OBAMA ADMINISTRATION

WILLIAM J. LYNN III

12 February 2009–5 October 2011



- B.A., Dartmouth (1976); Cornell Law School (1980); M.P.A., Princeton (1982)
- Lawyer
- Executive Director, Defense Organization Project, Center for Strategic and International Studies, 1982–1985
- Legislative Counsel, Sen. Edward Kennedy, 1987–1993
- Director, Program Analysis and Evaluation, Office of the Secretary of Defense, 1993–1997
- Under Secretary of Defense, Comptroller, 1997–2001
- Senior Vice President of Government Operations and Strategy, Raytheon Company, 2002–2009

ASHTON BALDWIN CARTER

6 October 2011–3 December 2013



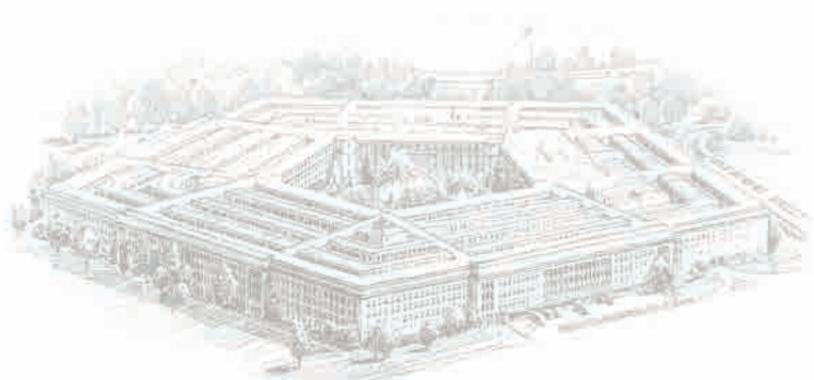
- B.A., Yale (1976); D.Phil., Oxford University (1979)
- Theoretical physicist
- Assistant Secretary of Defense for International Security Policy, 1993–1996
- Professor, John F. Kennedy School of Government, Harvard, 2006–2009
- Under Secretary of Defense for Acquisition, Technology and Logistics, 2009–2011

ROBERT ORTON WORK

5 May 2014 –



- B.S., University of Illinois (1974); M.S., University of Southern California (1980); M.S., Naval Postgraduate School (1990); MIPP, Johns Hopkins University School of Advanced International Studies (1994)
- Served in the U.S. Marine Corps, 1974–2001
- Senior Associate, Toffler Associates, 2001–2002
- Senior Fellow, Center for Strategic and Budgetary Assessments, 2002–2006
- Vice President for Strategic Studies, Center for Strategic and Budgetary Assessments, 2007–2009
- Adjunct Professor, George Washington University, 2007–2009
- Under Secretary of the Navy, 2009–2013
- Chief Executive Officer, Center for a New American Security, 2013–2014



DEPUTY SECRETARY DEMOGRAPHICS

Number of Confirmed Deputies
since the post was created in 1949: 32

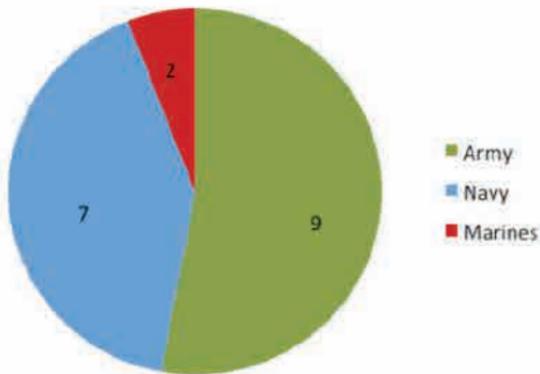
Five Deputies later became Secretary of Defense:

Robert A. Lovett
Thomas S. Gates, Jr.
Frank C. Carlucci
William J. Perry
Ashton B. Carter

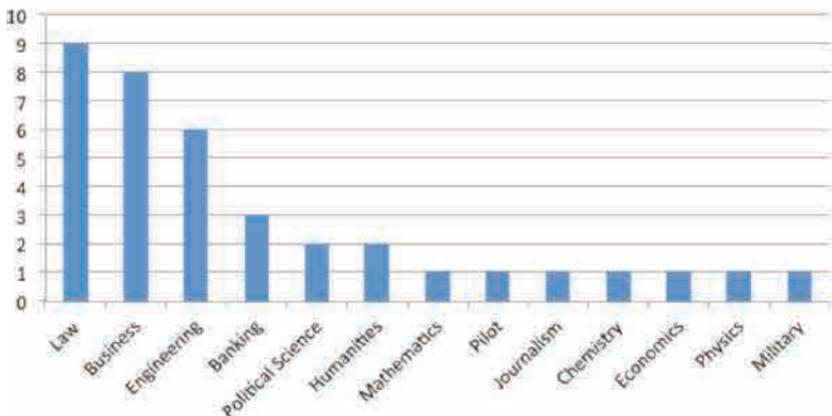
Average age of the Deputies when entering office:
56.8 years old

Average tenure for a Deputy Secretary:
748.74 days or 24.62 months,
or a little over two years

MILITARY SERVICE: 18 OF 32 DEPUTIES SERVED IN THE ARMED FORCES



PRIMARY CAREER FIELDS OF THE 32 DEPUTIES:





HISTORY OF THE POSITIONAL COLORS FOR THE OFFICE OF THE DEPUTY SECRETARY OF DEFENSE

This flag was approved by President Harry S. Truman on 20 April 1949. It is in reverse colors to the flag of the Secretary of Defense, which is medium blue with the embroidered eagle in its center and with a white, five-pointed star with one point upward in each of the four corners. The Secretary of Defense's flag was designed in October 1947.

The emblem of the American eagle facing to its right with horizontal wings, clutching three crossed arrows, and bearing a red, white and blue shield was part of the seal of the National Military Establishment in 1947 and the redesignated Department of Defense in 1949.

According to the 1947 press release from the Office of the Secretary of Defense, the eagle facing to its right indicates honor. "The eagle is defending the United States, represented by the shield of thirteen pieces. The thirteen pieces are joined together by the blue chief representing Congress."

When the position of Under Secretary of Defense was redesignated Deputy Secretary of Defense in August 1949, the flag remained as originally designed.



Deputy Secretary of Defense Robert A. Lovett briefs the press, January 1951. (National Archives)



Deputy Secretary of Defense Roswell L. Gilpatric at his Pentagon office, June 1961. (OSD Historical Office)



Deputy Secretary of Defense Paul D. Wolfowitz with Secretary of Defense Donald H. Rumsfeld, April 2007. (National Archives)



HISTORICAL OFFICE
OFFICE OF THE SECRETARY OF DEFENSE

