

"Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better."

Harry S Truman

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HISTORIC GUIDE

CHAIRMAN OF THE JOINT CHIEFS OF STAFF



E-RING PENTAGON, WASHINGTON D. C.

THE CHAIRMAN

Since 1949 the presiding officer at meetings of the Joint Chiefs of Staff (JCS) has been the Chairman, a statutory position with statutory duties and responsibilities. Like the JCS themselves, the Chairman's role and influence have changed and matured over time. American military tradition and political practice argue against investing great power in one individual. But from World War II on, the expanding American role in world affairs and increased national security demands have compelled Congress and the Executive to rethink the military's participation in the policy process. One result was a steady enlargement of the role and importance of the JCS Chairman. The path was not always straightforward, and personalities as much as circumstances often determined the outcome. But the results are self-evident and unmistakable in the form of a more active and influential Chairman in lieu of the Joint Chiefs of Staff themselves.

The decision to appoint the first Chairman of the Joint Chief of Staff was nearly a decade in the making. Established at the beginning of World War II, the JCS were an outgrowth of the ARCA-DIA summit conference between President Franklin D. Roosevelt and British Prime Minister Winston S. Churchill. The immediate goal was closer Anglo-American cooperation and coordination in the war against the Axis under an organization known as the Combined Chiefs of Staff (CCS). British representation on the CCS consisted of the Chief of the Imperial General Staff, the First Sea Lord, and the Chief of the Air Staff. Together, these three officers comprised the Chiefs of Staff Committee which had been meeting as a body for almost twenty years. Since the United States had no comparable organization, those officers with corresponding positions formed the US portion of the CCS. Known as the Joint Chiefs of Staff, they held their first formal meeting on 9 February 1942. The JCS assumed responsibility for planning and direction of the US war effort and gradually developed a supporting organization called the Joint Staff.

The philosophy underlying the creation of the JCS was that of a committee of coequals who operated directly under the commander in chief. As such there was no apparent need for anyone other than the President to oversee their activities.



The Joint Chiefs of Staff testify before Congress.

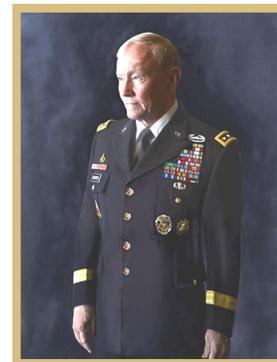
MICHAEL G. MULLEN, USN (2007-2011)

Michael G. Mullen was born in Los Angeles, California, on 4 October 1946. Following high school he enrolled in the United States Naval Academy at Annapolis, Maryland. Midshipman Mullen graduated on 5 June 1968. Based on the recommendation of Dr. Robert M. Gates, the Secretary of Defense, Admiral Mullen became the 17th Chairman of the Joint Chiefs of Staff on 1 October 2007. Mullen arrived in the midst of the Global War on Terrorism and two wars and immediately established three priorities that would resonate throughout his four-year tenure as Chairman. His first priority was to develop a strategy to protect the nation's interests in the Middle East, then dominated by the ongoing campaigns in Iraq and Afghanistan.



His second priority as Chairman was to improve the health of the force by balancing current requirements against future national security threats and his third priority was to balance strategic risk around the globe. His 2011 National Military Strategy envisioned "a 'multi-nodal' world characterized more by shifting interest-driven coalitions based on diplomatic, military, and economic power, than by rigid security competition between opposing blocks." Admiral Mullen left Office on 1 October 2011. He retired one month later, after serving over forty-three years in uniform.

MARTIN E. DEMPSEY, USA (2011-2015)



General Dempsey was born in 1952 in Bayonne, New Jersey. Following graduation from the US Military Academy in 1974, he was commissioned into Armor and married his high school sweetheart, Deanie Sullivan of Monroe, New York. The couple has three children, all of whom were commissioned by General Dempsey in the Army. They have six grandchildren. Prior to becoming the eighteenth Chairman of the Joint Chiefs of Staff on 1 October 2011, Dempsey briefly served as the 37th Army Chief of Staff, and before that as Commander of the US Army Training and Doctrine Command.

RICHARD B. MYERS, USAF (2001–2005)

General Myers was born in 1942 in Kansas City, Missouri. Following graduation from Kansas State University in 1964, he was commissioned through the ROTC program and shortly thereafter began flight training. In 1965 he married Mary Jo Rupp of Manhattan, Kansas, whom he had met in college. The couple has three children. Prior to becoming the fifteenth Chairman of the Joint Chiefs of Staff on 1 October 2001, he had served as the fifth Vice Chairman of the Joint Chiefs of Staff and before that as Commander in Chief of the US Space Command. During Myers' four-year tenure he provided advice to President Bush concerning the transformation of America's military, as well as campaigns in Afghanistan and Iraq during the Global War on Terrorism.



PETER PACE, USMC (2005–2007)



General Pace was born in 1945 in Brooklyn, New York. Following graduation from the US Naval Academy in 1967, he became a Marine Corps infantry officer. In 1971, he married Lynne Holden of Ellicott City, Maryland. The couple has two children. Prior to becoming the sixteenth Chairman of the Joint Chiefs of Staff on 1 October 2005, he had served as the sixth Vice Chairman of the Joint Chiefs of Staff and before that as Commander in Chief of US Southern Command. During Pace's two-year tenure, he provided advice to President Bush concerning the transformation of America's military, as well as, the campaigns in Afghanistan and Iraq during the Global War on Terrorism.



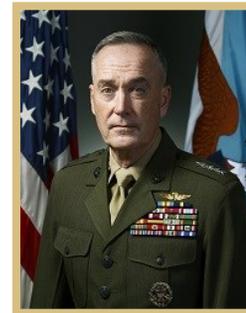
CHAIRMAN'S RESPONSIBILITIES

In accordance with Title 10 of the U.S. Code, the Chairman of the Joint Chiefs of Staff shall:

Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman of the Joint Chiefs of Staff shall be responsible for the following:

- Strategic Direction of the Armed Forces
- Preparing Strategic Plans
- Provide Advise on Requirements, Programs and Budget
- Develop Doctrine for the Joint Employment of the Armed Forces
- To Provide Representation of the United States on the Military Staff Committee of the United Nations

JOSEPH F. DUNFORD, USMC (2015–PRESENT)



A native of Boston, Massachusetts, General Dunford graduated from Saint Michael's College and was commissioned in 1977. Prior to becoming Chairman on October 1, 2015, General Dunford served as the 36th Commandant of the Marine Corps. He previously served as the Assistant Commandant of the Marine Corps from 2010 to 2012 and was Commander, International Security Assistance Force and United States Forces-Afghanistan from February 2013 to August 2014.

OMAR NELSON BRADLEY, USA (1949-1953)



Omar Bradley was born in the farming village of Clark, Missouri, on 12 February 1893. His parents were poor, his boyhood austere. The Korean War dominated Bradley's tenure as Chairman. He wholeheartedly supported President Truman's decision to resist the North Korean attack and quickly became a key adviser to Truman. Despite the Korean War, Bradley saw the Soviet Union as the greatest threat to US security and Western Europe as the Free World's greatest asset. Consequently, he opposed expansion of the Korean conflict to include China. Such a war, he said, would be "the wrong war, at the wrong place, at the wrong time, and with the wrong enemy."

To deter aggression in Europe, the North Atlantic Treaty Organization (NATO) set about creating an integrated military structure. General Bradley played a key role in establishing this structure. He spent much time negotiating with his British and French counterparts over the organization of NATO's Atlantic and Mediterranean commands. Omar Bradley was promoted to the rank of General of the Army on 22 September 1950. He was the only Chairman to attain five-star rank. His tenure as Chairman ended on 15 August 1953, three weeks after the Korean armistice.

ARTHUR WILLIAM RADFORD, USN (1953-1957)

Arthur Radford was born in Chicago, Illinois, on 27 February 1896. He entered the US Naval Academy in 1912. President Eisenhower appointed him Chairman of the Joint Chiefs of Staff on 15 August 1953. During Radford's tenure, President Eisenhower adopted the "New Look," a national security policy that emphasized Air Force and Navy forces over Army ground forces and provided for massive atomic retaliation in the event of general war. Radford vigorously supported the new policy and convinced a majority of his reluctant JCS colleagues to accept it as well.



While Radford was Chairman, the Joint Chiefs of Staff dealt with a series of regional crises around the world, and Admiral Radford was always quick to advocate a strong US response. In late March 1954, when the French faced defeat at Dien Bien Phu, Radford on his own initiative convened a JCS meeting to consider a massive air strike in Vietnam. All the other JCS members opposed the idea, and President Eisenhower was unwilling to intervene unless important political conditions were met; they never were.

In the Formosa Straits crisis in early 1955, when Communist China seemed ready to attack the nationalist-held islands of Quemoy and Matsu and then assault Formosa, Admiral Radford concluded that the situation could not be stabilized "without the Chinese Communists getting a bloody nose." He favored a pre-emptive attack unless they ceased their buildup. If war came, Radford argued before the National Security Council, all the advantages would rest with the United States. President Eisenhower, however, chose a more restrained, flexible approach, and the Chinese communists backed away from military threats.

JOHN M. D. SHALIKASHVILI, USA (1993-1997)



General Shalikashvili was born in Warsaw, Poland, in 1936; his family later immigrated to Peoria, Illinois, in 1952. Shortly after graduation from Bradley University in 1958, he was drafted into the Army, selected for Officers Candidate School, and commissioned into the Field Artillery. In 1966 following the death of his first wife, he married Joan Elizabeth Zimpelman, a teacher from Portland, Oregon. The couple had one child. Prior to becoming the thirteenth Chairman of the Joint Chiefs of Staff on 25 October 1993, he had served as Commander in Chief, US European Command. During Shalikashvili's four-year tenure, he provided advice to President Clinton concerning humanitarian operations in Bosnia, Haiti, and Rwanda. He also crafted Joint Vision 2010, an overarching strategy to prepare the military for the 21st century.

HENRY H. SHELTON, USA (1997-2001)

General Shelton was born in 1942 in Tarboro, North Carolina. Following graduation from North Carolina State University in 1963, he was commissioned into the Infantry through the ROTC program. That same year he married Carolyn L. Johnson, his high school sweetheart, from Speed, North Carolina, and the couple have three children. Prior to becoming the fourteenth Chairman of the Joint Chiefs of Staff on 1 October 1997, he had served as Commander in Chief, US Special Operations Command. During Shelton's four-year tenure, he provided advice to Presidents Clinton and Bush concerning operations in Bosnia and Kosovo, the establishment of the US Joint Forces Command, and the initial offensive of the Global War on Terrorism.



WILLIAM J. CROWE, JR., USN (1985–1989)



Admiral Crowe was born in 1925 in La Grange, Kentucky. After graduating from the US Naval Academy in 1946, he trained as a submarine officer. In 1954 he married Shirley Mary Grinnell, a flight attendant from Okeene, Oklahoma, and the couple had three children. Prior to becoming the eleventh Chairman of the Joint Chiefs of Staff on 1 October 1985, he had served as Commander in Chief, Pacific Command. Crowe was the first Chairman to serve under the Goldwater-Nichols Department of Defense Reorganization Act, which enhanced his authority as the principal military advisor to the President, the Secretary of Defense, and the National Security Council. During his four-year

tenure, he provided counsel to Presidents Reagan and Bush on combating terrorism emanating from Libya, protecting shipping in the Persian Gulf, and maintaining America's strategic arsenal. He also established diplomatic relationships with his military counterparts in the Soviet Union to promote peace.

COLIN L. POWELL, USA (1989–1993)

General Powell was born in 1937 in New York City. Upon graduation from the City College of New York in 1958, he was commissioned into the Infantry through the ROTC program. In 1962 he married Alma Vivian Johnson, an audiologist from Birmingham, Alabama, and they have three children. Prior to becoming the twelfth Chairman of the Joint Chiefs of Staff on 1 October 1989, he had served as Commander in Chief, Forces Command. During Powell's four-year tenure, he provided advice to Presidents Bush and Clinton concerning force realignment following the end of the Cold War, to include establishment of the US Atlantic Command, as well as combat operations in Panama and the Persian Gulf, humanitarian operations in Somalia, and peacekeeping operations in Bosnia.



NATHAN FARRAGUT TWINING, USA (1957-1960)



Nathan Twining was born in Monroe, Wisconsin, on 11 October 1897. His family later moved to Oregon, where he joined the National Guard in 1916 and saw service along the Mexican border. Rising to first sergeant in the Guard, Twining won appointment to the US Military Academy in 1917. As the result of an accelerated wartime program, he graduated just over a year later in November 1918.

General Twining became the third Chairman of the Joint Chiefs of Staff on 15 August 1957. Three crises occurred while Twining was Chairman. The first one began on 14 July 1958, when a coup toppled the pro-Western government in Iraq. Another crisis soon followed in the Far East when the Chinese communists began bombardment of the nationalist-held islands of Quemoy and Matsu off the Chinese mainland. The third crisis came in November 1958, when the Soviet Union announced its intention to transfer its access and occupation functions in East Germany to the East German government unless West Berlin became a demilitarized "free city" within six months.

LYMAN L. LEMNITZER, USA (1960–1962)

General Lemnitzer was born in 1899 in Honesdale, Pennsylvania. Upon graduation from the US Military Academy in 1920, he was commissioned into the Coast Artillery. Three years later he married Katherine (Kay) Mead Tryon and the couple had two children. Prior to being sworn in as the fourth Chairman of the Joint Chiefs of Staff on 1 October 1960, Lemnitzer served as Chief of Staff of the Army. During his two-year tenure as Chairman, Lemnitzer provided military advice to Presidents Eisenhower and Kennedy concerning the Bay of Pigs operation in Cuba, the deployment of advisors to South Vietnam, and the Berlin Wall confrontation in Germany. Following his term, he was appointed Supreme Allied Commander, Europe, and held that billet until his retirement in 1969.



MAXWELL D. TAYLOR, USA (1962–1964)

General Taylor was born in 1901 in Keytesville, Missouri. Upon graduation from the US Military Academy in 1922, he was commissioned into the Army Corps of Engineers. Three years later, he married Lydia Gardner Happer and the couple had two children. He had preceded General Lemnitzer as Chief of Staff of the Army and became the fifth Chairman of the Joint Chiefs of Staff on 1 October 1962. During his two-year tenure as Chairman, Taylor provided military advice to Presidents Kennedy and Johnson concerning the Cuban missile crisis, establishment of a nuclear test ban treaty with the Soviet Union, and the expansion of counterinsurgency and bombing campaigns in Vietnam. He again retired from the military in 1964, to become the US Ambassador to South Vietnam.



EARLE G. WHEELER, USA (1964–1970)



General Wheeler was born in 1908 in Washington, DC. Upon graduation from the US Military Academy in 1932, he was commissioned into the Infantry and married Frances (Betty) Rogers Howell of New York. The couple had one child. Like Generals Lemnitzer and Taylor, he also had served as Chief of Staff of the Army and lived in Quarters One before becoming the sixth Chairman of the Joint Chiefs of Staff on 3 July 1964. He and his wife lived in Quarters Six until his retirement in 1970, the longest of any of the home's occupants. During his six-year tenure as Chairman, Wheeler provided military advice to Presidents Johnson and Nixon concerning the escalation and subsequent drawdown of American forces in Vietnam, as well as strategic arms limitation talks with the Soviet Union.

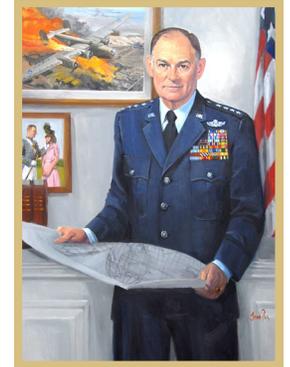
THOMAS H. MOORER, USN (1970–1974)

Admiral Moorer was born in 1912 in Mt. Willing, Alabama. Following graduation from the US Naval Academy in 1933, he trained as an aviator. In 1935 he married Carrie Ellen Foy of Eufaula, Alabama, and the couple had four children. Prior to becoming the seventh Chairman of the Joint Chiefs of Staff on 2 July 1970, he had served as the Chief of Naval Operations. During his four-year tenure as Chairman, Moorer provided military advice to President Nixon concerning the US withdrawal from Vietnam, continuing arms reduction talks with the Soviet Union, and growing unrest in the Middle East.



GEORGE S. BROWN, USAF (1974–1978)

General Brown was born in 1918 in Montclair, New Jersey. Following graduation from the US Military Academy in 1941, he trained as a bomber pilot. The following year he married Alice (Skip) Calhoun and the couple had three children. For service as the executive officer of a bombardment group during 1943, he received the Distinguished Service Cross. Prior to becoming the eighth Chairman of the Joint Chiefs of Staff on 1 July 1974, he had served briefly as the Chief of Staff of the Air Force. During his four-year tenure as Chairman, Brown provided military advice to Presidents Nixon, Ford, and Carter concerning strategic arms limitation talks with the Soviet Union, transfer of the Panama Canal, and challenges to the US presence in East Asia.



DAVID C. JONES, USAF (1978–1982)



General Jones was born in 1921 in Aberdeen, South Dakota. He attended the University of North Dakota and Minot State College, but he left school to join the US Army Air Corps in 1942, earning his pilot wings and commission the following year. He married Lois M. Tarbell, of Rugby, North Dakota, and the couple had three children. Prior to becoming the ninth Chairman of the Joint Chiefs of Staff on 21 June 1978, he had served as the Chief of Staff of the Air Force. During his four-year tenure as Chairman, Jones provided military advice to Presidents Carter and Reagan concerning strategic arms limitation talks with the Soviet Union and Soviet military intervention in Afghanistan, as well as the Iranian revolution and confinement of US Embassy personnel in Tehran.

JOHN W. VESSEY, JR., USA (1982–1985)

General Vessey was born in 1922 in Minneapolis, Minnesota. He enlisted in the National Guard during high school and later earned a battlefield commission in Field Artillery during the Italian campaign of 1944. Immediately following World War II, he married Avis C. Funk, also of Minneapolis, and the couple have three children. For service as a battalion commander in Vietnam during 1967, he received the Distinguished Service Cross. Prior to becoming the tenth Chairman of the Joint Chiefs of Staff on 18 June 1982, he had served as the Vice Chief of Staff of the Army. During his three-year tenure as Chairman, Vessey provided advice to President Reagan concerning operations in Lebanon and Grenada and the establishment of the US Space Command.

