



THOMAS HINMAN MOORER

2 July 1970 — 1 July 1974

Thomas Moorer was born in Mt. Willing, Alabama, on 9 February 1912. After he graduated as valedictorian from Cloverdale High School in nearby Montgomery in 1927, his interest in technology and a “natural attraction” to military service led Moorer to enter the US Naval Academy. He graduated in 1933. After completing training as an aviator at the Pensacola Naval Air Station in 1936, he flew with fighter squadrons based on the carriers *Langley*, *Lexington*, and *Enterprise*.

Lieutenant Moorer was serving with a patrol squadron at Pearl Harbor, Hawaii, when the Japanese attacked in December 1941. His unit subsequently participated in the Dutch East Indies campaign of early 1942, during which he flew numerous combat missions. He received a Purple Heart after being shot down and wounded off the coast of Australia in February 1942 and then surviving an attack on the rescue ship, which was sunk the same day. Three months later, he braved Japanese air superiority to fly supplies into and evacuate wounded out of the island of Timor. For this action, he received the Distinguished Flying Cross for valor. He was promoted to lieutenant commander in October 1942.

In 1943 and 1944 Moorer commanded Bombing Squadron 132, which conducted anti-submarine warfare against the Germans off the coasts of Florida, Cuba, and North Africa. He was promoted to commander in April 1944, soon after becoming the gunnery and tactical officer on the staff of the Air Commander of the Atlantic Fleet.

Admiral Thomas H. Moorer
United States Navy



Lieutenant (Junior Grade) Moorer, *third from left*, with his PBY crew, Ford Island, Hawaii, 1940.

After the war Moorer was assigned to the Strategic Bombing Survey in Japan. Before his promotion to captain in January 1952, his assignments included serving as Project Officer for the development of the Sidewinder missile and in air operations at sea. After graduating from the Naval War College in 1953, he served on the staff of the Air Commander of the Atlantic Fleet and then as Aide to the Assistant Secretary of the Navy for Air.

In 1956 he assumed command of his first ship, the USS *Salisbury Sound* (AV-13), a seaplane tender that sailed extensively in the Far East.

Captain Moorer joined the Navy Staff as a strategic planner in 1957. In 1958 he became Assistant Chief of Naval Operations for War Gaming Matters and was promoted to rear admiral. After a year at sea in command of Carrier Division SIX, Moorer returned to the Navy Staff in 1960 to direct the Long Range



Admiral Moorer, Commander in Chief, Atlantic, greets Vice President Hubert H. Humphrey at the US Naval Air Station, Norfolk, Virginia, June 1965.

Objectives Group. In 1962 he was promoted to vice admiral and assumed command of the Seventh Fleet.

In June 1964 Moorer received his fourth star and became Commander in Chief of the Pacific Fleet. Two months after he assumed command, the United States became involved in a war in Vietnam. In August the destroyer USS *Maddox* was attacked while on patrol in the Tonkin Gulf off the coast of Vietnam, and Pacific Fleet planes took part in a retaliatory strike against North Vietnam. Admiral

Moorer left the Pacific Fleet on 30 March 1965, just two weeks after its air forces joined in ROLLING THUNDER, the US air campaign against North Vietnam. He remarked that he felt "like a fire chief that leaves a roaring fire just when he gets the hoses hooked up and is ready to turn on the water."

On 30 April 1965 Moorer assumed command of NATO's Allied Command, Atlantic; the US Atlantic Command; and the Atlantic Fleet. He was the only officer in the Navy's history to command both the Pacific and



Admiral Moyer in South Vietnam, August 1969.

Atlantic Fleets. As CINCLANT, Moyer successfully concluded the US operation in the Dominican Republic. As Supreme Allied Commander, Atlantic, he initiated a major revision in NATO maritime strategy, developing the concept of a standing naval force for the Allied Command, Atlantic.

On 1 August 1967 Admiral Moyer became Chief of Naval Operations. For the

next three years he guided the Navy during the height of the Vietnam War, a period characterized by growing antipathy at home toward US military involvement in Southeast Asia and the beginning of Soviet naval challenges to US maritime dominance. Moyer marshalled available resources to counter the expansion of large Soviet task forces into the Mediterranean, the Red Sea, and the Indian

Ocean. Despite fiscal constraints and the needs of the Vietnam War, he was particularly successful in modernizing US submarines to assure their continued technical superiority.

On 2 July 1970 Admiral Moorer became the seventh Chairman of the Joint Chiefs of Staff. He was the first naval officer to hold the post since Admiral Radford. As Chairman, Moorer often found his and the Chiefs' advice disregarded by the President and the Secretary of Defense. Nevertheless, he believed that the Chairman's position was sufficiently strong and that the joint system worked well; he saw no need to revamp JCS organization. According to Moorer, personalities, not organization charts, made all the difference.

In December 1971 the Secretary of Defense revised the World-Wide Military Command and Control System (WWMCCS), the systems and procedures that linked the President and the field commanders. The chain for communicating commands continued to run from the President to the Secretary of Defense through the Joint Chiefs to the unified and specified commanders. For emergency and crisis situations, however, the Secretary specified a shortened chain through the Chairman representing the Chiefs. This change merely reflected the existing situation. In many Vietnam actions during his first eighteen months in office, Admiral Moorer had dealt directly with field commanders on operational issues. During the September 1970 Middle East crisis in which the regime of Jordan's pro-Western King Hussein was threatened, Moorer had acted for the Chiefs because time was critical and had informed them later.

When Moorer took office, the process of Vietnamization, whereby the Vietnamese assumed progressively greater responsibility for combat operations and US forces withdrew, had been under way for over a year. Although he and the Chiefs accepted the con-

cept of Vietnamization, they disagreed with the President and top civilian advisers over the pace of the US withdrawals. The Joint Chiefs favored smaller and slower US reductions to allow the South Vietnamese more time to adjust to their expanding combat role.

Moorer was particularly perturbed over the rules of engagement in Southeast Asia and the restraints placed on US military action there. He repeatedly recommended the mining of Haiphong harbor and heavy bombing around the Hanoi area. He and the Chiefs believed that increased naval and air pressure on North Vietnam would lead to a peace settlement, but their advice was rejected and US forces withdrew at a rate that the Joint Chiefs deemed "too much too soon." From nearly 415,000 troops in South Vietnam in 1970, troop strength declined to 25,000 by the end of 1972. In late 1972, President Richard Nixon directed naval and air bombardment of previously prohibited targets in the Hanoi and Haiphong area, and on 27 January 1973 the North Vietnamese agreed to an accord. Moorer felt vindicated, since the military measures that he had long advocated had worked.

As JCS representative in the various NSC committees, Moorer was deeply involved in the strategic arms limitation talks (SALT). In May 1972 President Nixon went to Moscow for the final and climactic round of SALT. The afternoon and evening of 25 May witnessed tense exchanges of messages as the President sought JCS acceptance of the final terms negotiated in Moscow. Moorer recommended rejecting them to make the Soviets give more ground, but Nixon pressed strongly for JCS concurrence. Moorer then presided over a hastily arranged JCS conference from which a statement of their "accord" with the agreement finally emerged. Afterward, Moorer joked that he had gone through the entire dictionary to find this acceptable word.

Admiral Moorer also was concerned about declining conventional force levels. He saw force recommendations by the Joint Chiefs reduced by the President and then again by Congress and worried that conventional capabilities were being cut below the danger point. Repeatedly, during high-level meetings he warned that an essential element in any strategic equation was the communist threat, which was real and rising, and that the United States should enhance its ability to respond conventionally to that threat.

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 Joint Chiefs of Staff supervised a large airlift of arms to Israel directed by President Nixon. Admiral Moorer

worried about whether the Arabs would turn to the Soviet Union and thereby imperil US access to Middle East oil. In fact, Israel won such successes against Egypt that the Soviet Union did threaten to intervene. At a midnight meeting in the White House, Moorer said bluntly that the Middle East would be the worst place to fight a war with the Soviet Union. He supported the administration's decisions, however, to deter Moscow by ordering a worldwide alert, stopping Israel's advance, and then restoring ties with the Arab states.

Admiral Moorer retired as Chairman on 1 July 1974. In retirement, he served as a senior adviser at the Center for Strategic and International Studies in Washington, DC, and on several corporate boards.

Thomas Hinman Moorer

Admiral, USN

Promotions

Dates

Temporary

Permanent

ENS.	01 Jun 33
LTJG	01 Jun 36
LT.	23 Nov 40
LCDR	01 Oct 42
CDR	27 Apr 44
CAPT.	01 Jan 52
RADM	01 Aug 58
VADM	05 Oct 62
ADM.	26 Jun 64

Assignments

Dates

From

To

USS <i>Salt Lake City</i>	1933	1933
Navy Yard, New York, NY; CFO USS <i>New Orleans</i>	1933	1935
Student, Naval Air Station, Pensacola, FL.	1935	1936
Fighter Squadron ONE-B	1936	1937
Fighter Squadron SIX	1937	1939
Patrol Squadron 22.	1939	1942
Patrol Squadron 101	1942	1942
Transition Training Squadron, Atlantic Fleet	1942	1943
Commanding Officer, Bombing Squadron 132	1943	1944
Gunnery and Tactical Officer, Staff, Commander Air Force, Atlantic Fleet	1944	1945
Member of Strategic Bombing Survey (Japan), Staff, Office of Chief of Naval Operations.	1945	1946
Executive Officer, Naval Aviation Ordnance Test Station, Chincoteague, VA	1946	1948
Operations Officer, USS <i>Midway</i>	1948	1949
Operations Officer, Carrier Division FOUR.	1949	1950
Experimental Officer, Naval Ordnance Test Station, Inyokern, CA	1950	1951
Student, Naval War College, Newport, RI	1952	1953
Plans Officer, Staff, Commander Air Force, Atlantic Fleet	1953	1955
Aide to the Assistant Secretary of the Navy for Air,		

Assignments	Dates	
	From	To
Washington, DC	1955	1956
Commanding Officer, USS <i>Salisbury Sound</i>	1956	1957
Assistant Director, Strategic Plans Division, Office of Chief of Naval Operations, Washington, DC	1957	1958
Joint Operations Analysis Group, Washington, DC	1958	1958
Assistant Chief of Naval Operations (War Gaming Matters), Washington, DC	1958	1959
Commander, Carrier Division SIX	1959	1960
Director, Long Range Objectives Group, Office of Chief of Naval Operations, Washington, DC	1960	1962
Commander, SEVENTH Fleet	1962	1964
Commander in Chief, US Pacific Fleet.	1964	1965
Commander in Chief, Atlantic and Atlantic Fleet and Supreme Allied Commander, Atlantic	1965	1967
Chief of Naval Operations, Washington, DC	1967	1970
Chairman, Joint Chiefs of Staff, Washington, DC.	1970	1974

Principal US Military Decorations

- Defense Distinguished Service Medal (with oak leaf cluster)
- Navy Distinguished Service Medal (with 4 gold stars)
- Army Distinguished Service Medal
- Air Force Distinguished Service Medal
- Silver Star
- Legion of Merit
- Distinguished Flying Cross
- Purple Heart



GEORGE SCRATCHLEY BROWN

1 July 1974 — 20 June 1978

George Brown was born in Montclair, New Jersey, on 17 August 1918. His father was a West Point graduate and career cavalry officer. After high school in Leavenworth, Kansas, Brown attended the University of Missouri. He then followed in his father's footsteps and entered the US Military Academy, where he excelled as a cadet captain, regimental adjutant, and polo player.

Following his 1941 graduation and primary and advanced flight training, Brown served as a bomber pilot in Europe during World War II. He participated in the famous low-level bombing raid against the oil refineries in Ploesti, Romania, in August 1943. When the lead plane and ten others of his forty-plane group were lost, Major Brown led the surviving planes back to base. He received the Distinguished Service Cross for his heroism. Promotions came rapidly during World War II, and in October 1944 Brown attained the rank of colonel.

After the war, Colonel Brown served in a variety of command and staff billets. During the last year of the Korean War, he was Director of Operations of the Fifth Air Force in Seoul, Korea. After graduating from the National War College in 1957, Brown served as Executive Assistant to the Chief of Staff of the Air Force and then Military Assistant to the Deputy Secretary of Defense. He was promoted to brigadier general in August 1959 and served as Military Assistant to Secretaries of Defense Thomas Gates and Robert McNamara. Promoted to major general in April 1963, he commanded the Eastern Transport Air Force, McGuire Air Force Base, New Jersey, from 1963 to 1964 and

General George S. Brown
United States Air Force



General Brown in the cockpit of a UH-1 helicopter in South Vietnam, October 1968.

Joint Task Force II, a JCS all-service weapons testing unit at Sandia Base, New Mexico, from 1964 to 1966. After promotion to lieutenant general in August 1966, Brown became Assistant to the Chairman of the Joint Chiefs of Staff. Two years later he received his fourth star.

From 1968 to 1970 General Brown served as Commander of the Seventh Air Force in Vietnam and Deputy Commander for Air Operations, United States Military Assistance Command, Vietnam (USMACV). Responsible for all US air operations in South Vietnam, which he coordinated with those of the South Vietnamese air force, Brown advised the MACV Commander on all matters pertaining to tactical air support. He returned to the

United States in 1970 and became Commander of Air Force Systems Command, Andrews Air Force Base, Maryland.

On 1 August 1973 General Brown became the Chief of Staff of the Air Force. In that position, he campaigned to upgrade the strategic bomber program. Brown pushed to replace the aging B-52s with B-1s, swing-wing aircraft that could carry the latest electronic equipment and twice the payload of the B-52s and penetrate deeper into Soviet territory.

Appointed by President Richard Nixon, General Brown became the eighth Chairman of the Joint Chiefs of Staff on 1 July 1974. He was the first Air Force officer since General Twining to fill the position. As Chairman,



General Brown visits US Marines during an exercise in Puerto Rico, February 1975.

Brown served under three Presidents during a period of limited budgets and constrained force structure.

A few months after becoming Chairman, General Brown made off-the-cuff remarks that led to a public rebuke by President Gerald R. Ford. In October 1974 during a question-and-answer session following a speech he had delivered at Duke University Law School, Brown suggested that Israel had undue influence over US national security policy and referred to the power of Jews and their money in the United States. When a public uproar followed, Brown apologized for his remarks. Nevertheless, in an interview published two years later, he made

similar comments as well as intemperate remarks about Britain and Iran. Despite this episode, President Ford and Secretary of Defense Donald Rumsfeld endorsed Brown's continuing as Chairman, and he served under President Jimmy Carter as well.

Strategic arms limitation talks took up much of General Brown's time as Chairman. He and the Chiefs stressed the need to maintain "essential equivalence," which meant finding a formula by which the US lead in missile re-entry vehicles would offset Soviet superiority in missile throw-weight. The Vladivostok accords of November 1974 established broad limits for both sides. Complex negotiations followed, centering on



General Brown with Secretary of Defense James R. Schlesinger, November 1975.

trading ceilings on US cruise missiles for ceilings on Soviet Backfire bombers. These negotiations were nearing completion when General Brown retired.

After the US withdrawal from Vietnam, the South Vietnamese military was not successful in holding its own against the North Vietnamese forces. General Brown led the Joint Chiefs in urging US air and naval deployments to the area around South Vietnam to signal US support for the Saigon government. But public and congressional opposition to any further involvement in Vietnam precluded approval of any military action. Then in early March 1975, the North Vietnamese launched an offensive that quickly overran the South Vietnamese forces and climaxed with the fall of Saigon on 30 April.

General Brown participated in decision making over the US response to two con-

frontations in the Far East that were widely perceived as testing US will in the aftermath of the communist takeover of South Vietnam. On 12 May 1975, less than two weeks after the fall of Saigon, sailors of Cambodia's radical communist regime seized the US merchant ship *SS Mayaguez* on the high seas in the Gulf of Thailand. While jets from the carrier *USS Coral Sea* sank three Cambodian naval vessels and attacked a Cambodian air base, US Marines retook the ship and stormed Koh Tang Island, where they believed the crew was being held. This operation, which brought release of the crew, found wide support in the United States.

In August 1976, 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 (DMZ) dividing the two Koreas, President

Ford, at the strong urging of General Brown and the Chiefs, reinforced US forces in and around South Korea. Meanwhile, a large party of US and South Korean soldiers entered the DMZ and cut down the tree, which was obscuring surveillance of the zone.

General Brown played a crucial role in the success of the 1977 negotiations to transfer ownership of the Panama Canal from the United States to Panama. His willingness to

make concessions to Panama, softening the US position, made it possible to reach an agreement, and his support for the agreement was instrumental in securing the treaty's ratification by the Senate in April 1978.

Stricken with cancer, General Brown retired from active duty on 20 June 1978, ten days before the expiration of his second term as Chairman. Less than six months later, on 5 December 1978, he died.

George Scratchley Brown

General, USAF

Promotions	Dates	
	Temporary	Permanent
2LT		11 Jun 41
1LT	18 Jun 42	12 Jun 44
CPT.	20 Oct 42	
MAJ	13 Feb 43	03 Sep 48
LTC.	27 Aug 43.	12 Apr 51
COL	01 Oct 44	24 Apr 56
BG	01 Aug 59.	30 Jan 62
MG	01 Apr 63	27 Feb 64
LTG.	01 Aug 66	
GEN	01 Aug 68	

Assignments	Dates	
	From	To
Student, Primary and Advanced Flying Schools, Pine Bluff, AR, and Kelly Field, TX	1941	1942
Pilot, B-24 Transportation Training, 344th Bombardment Squadron, Barksdale Field, LA	1942	1942
Pilot, B-24; Flight Commander, later Commander, 329th Bombardment Squadron, 93d Bombardment Group, Barksdale Field, LA; Fort Myers Army Air Base, FL; Grenier Field, NH; England, and later Libya	1942	1943
Air Executive Officer, 93d Bombardment Group, Libya, later England	1943	1944
Assistant Operations Officer, 2d Bombardment Division, England	1944	1945
Assistant to Air Chief of Staff, Operations, Headquarters, Army Air Force Training Command, Fort Worth, TX, later Barksdale Field, LA	1945	1946
Assistant to Air Chief of Staff, Operations, Air Defense Command (ADC), Mitchel Field, NY.	1946	1948
Assistant Deputy Chief for Operations, ADC (later Continental Air Command), Mitchel Air Force Base, NY	1948	1950

Assignments	Dates	
	From	To
Commander, 62d Troop Carrier Group, McChord Air Force Base, WA.	1950	1951
Commander, 56th Fighter Interceptor Wing, Air Defense Command; later Commander, 4708th Defense Wing, Selfridge Air Force Base, MI	1951	1952
Assistant Director and later Director of Operations, Fifth Air Force, Korea	1952	1953
Commander, 3525th Pilot Training Wing, Williams Air Force Base, AZ	1953	1956
Student, National War College, Washington, DC.	1956	1957
Executive Assistant to Chief of Staff, US Air Force, Washington, DC	1957	1959
Military Assistant to Deputy Secretary of Defense, Washington, DC	1959	1959
Military Assistant to Secretary of Defense, Washington, DC	1959	1963
Commander, Eastern Transport Air Force, McGuire Air Force Base, NJ.	1963	1964
Commander, Joint Task Force II, Sandia Base, NM.	1964	1966
Assistant to Chairman, Joint Chiefs of Staff, Washington, DC	1966	1968
Commander, Seventh Air Force and Deputy Commander for Air Operations, Military Assistance Command, Vietnam.	1968	1970
Commander, Air Force Systems Command, Andrews Air Force Base, MD	1970	1973
Chief of Staff, US Air Force, Washington, DC.	1973	1974
Chairman, Joint Chiefs of Staff, Washington, DC.	1974	1978

Principal US Military Decorations

- Distinguished Service Cross
- Defense Distinguished Service Medal
- Air Force Distinguished Service Medal (with 3 oak leaf clusters)
- Silver Star
- Legion of Merit (with 2 oak leaf clusters)
- Distinguished Flying Cross (with oak leaf cluster)
- Bronze Star
- Air Medal (with 3 oak leaf clusters)
- Joint Service Commendation Medal
- Army Commendation Medal



DAVID CHARLES JONES

21 June 1978 — 18 June 1982

David Jones was born on 9 July 1921 in Aberdeen, South Dakota. He grew up in Minot, North Dakota, where he often rode his bicycle to a nearby airfield and dreamed of becoming a combat pilot. After graduating from the local high school, he attended the University of North Dakota and Minot State College. Jones left college in April 1942, volunteering for the US Army Air Corps. An aviation cadet, he earned his commission and pilot wings in 1943.

After serving as a flying instructor in New Mexico, Arizona, and Texas, Lieutenant Jones was assigned to the 3d Emergency Rescue Squadron of the Fifth Air Force in Japan in 1945. He began as a unit pilot, flying Catalina flying boats, and rose to command the squadron. He was promoted to captain in April 1946. From 1948 to 1949 Jones was a unit instructor and then Assistant Operations and Training Officer with the 2236th Air Force Reserve Training Center, Godman Field, Kentucky. During this period, he also attended the Air Tactical School at Tyndall Air Force Base, Florida; the Atomic Energy Course at Keesler Air Force Base, Mississippi; and the Armed Forces Special Weapons Course at Sandia Base, New Mexico.

Assigned to the 19th Bombardment Squadron at March Air Force Base, California, in January 1950, Jones was promoted to major in February 1951. During his three and one-half years with the 19th, he rose to aircraft commander, then operations officer, and finally commander of the squadron. He flew more than three hundred hours on combat missions over North Korea when the squadron was one of the first bombardment units committed to the

General David C. Jones
United States Air Force



Captain Jones following award of the Distinguished Flying Cross, October 1950.

Korean War. In May 1953 Jones transitioned from bombers to tankers, taking command of the 22d Air Refueling Squadron at March. Promoted to lieutenant colonel in June 1953, he remained at March but returned to bombers the following year as Commander of the 33d Bombardment Squadron.

Jones served at Headquarters, Strategic Air Command (SAC), Offutt Air Force Base, Nebraska, during SAC's buildup. Assigned in September 1954, he was an operations planner in the Bomber Mission Branch until January 1955, when the SAC Commander in Chief, General Curtis LeMay, selected him as

his aide. Promoted in April 1957, Colonel Jones became Director of Materiel and later Deputy Commander for Maintenance of SAC's 93d Bombardment Wing at Castle Air Force Base, California.

After graduating from the National War College in 1960, Jones was assigned to the Air Staff's Operations Directorate for four years. As Chief of the Manned Systems Branch, he worked on the B-70 bomber project. He next served as Deputy Chief and then Chief of the Strategic Division. After F-100 and F-4 training, he assumed command of the 33d Tactical Fighter Wing, Eglin Air Force Base,



General Jones, as Air Force Chief of Staff, greets President Gerald R. Ford, 1975. Secretary of Defense James R. Schlesinger and Deputy Secretary of Defense William P. Clements look on.

Florida, at its activation in 1965 and brought it to operationally ready status.

Jones then served in key staff assignments with US Air Forces, Europe (USAFE). In October 1965 he became USAFE Inspector General, responsible for inspecting units at over ninety installations in ten countries. He was promoted to brigadier general in December 1965. In January 1967 he became USAFE Chief of Staff and in June Deputy Chief of Staff for Plans and Operations. He received his second star in November 1967.

In February 1969, Jones was assigned to Headquarters, Seventh Air Force, Tan Son Nhut Airfield, Republic of Vietnam, as Deputy Chief of Staff for Operations. He became Vice Commander in June. Promoted to lieutenant general, he returned to SAC in August 1969 as Commander of the Second Air Force, headquartered at Barksdale Air Force Base, Louisiana.

In April 1971 Jones returned to USAFE as Vice Commander in Chief. He assumed command of USAFE and Fourth Allied Tactical

Air Force in August and was promoted to general in September. In his NATO capacity as Commander of Fourth Allied Tactical Air Force, General Jones directed an international planning team that integrated Central Region air forces into a more cohesive organization. Central to this effort was his creation of a small operational and planning headquarters, Allied Air Forces, Central Europe.

After a career which had included operational and command positions in bomber, tanker, training, and tactical fighter units as well as headquarters staff positions, General Jones became Chief of Staff of the Air Force in July 1974. In that position, he advocated the development of high-technology weapons systems, reorganized the Air Force command structure, and substantially reduced headquarters staffs. Appointed by President Richard M. Nixon, General Jones subsequently developed a close working relationship with Secretary of Defense Harold Brown and President Jimmy Carter. In April 1978 Carter nominated him to be Chairman of the Joint Chiefs of Staff.

The nomination was controversial. Critics in the military and Congress argued that Jones should have fought to reverse the President's 1977 decision to cancel the B-1 bomber. General Jones, however, believed that the Air Force's earlier efforts to prove the error of President John F. Kennedy's decision to cancel the B-70 had been detrimental to the long-term interests of the service. Although Jones was a strong advocate of the B-1, he maintained that it was wrong to try to overturn the decision of the Commander in Chief.

General Jones became the ninth Chairman on 21 June 1978. He was the only Chairman who was not a college or service academy graduate. Jones served four years under two Presidents. With the four years that he had served as Air Force Chief of Staff, his tenure on the Joint Chiefs of Staff was longer

than that of any other member in JCS history. He presided over the Joint Chiefs of Staff during a period of increasing Soviet military power and the emergence of militant Islam as a threat to pro-Western regimes in the Persian Gulf region. His tenure as Chairman saw increased funding for defense in response to the Soviet threat and continuing JCS advocacy of strategic force modernization despite progress on strategic arms control.

Jones accompanied President Carter to Vienna in June 1979 for the final stage of the SALT II negotiations with the Soviet Union. While the Joint Chiefs had reservations about aspects of the completed agreement, Jones's congressional testimony reflected their view that the limitations it imposed did not themselves pose a danger to the United States. He cautioned, however, that maintenance of strategic parity within these limits required ongoing strategic modernization and warned that there was a risk that SALT II could become "a tranquilizer to the American people." On balance, the Joint Chiefs judged the agreement to be "adequately verifiable" and recommended its ratification. However, Soviet intervention in Afghanistan in December 1979 doomed already slim prospects for Senate approval, and President Carter withdrew the agreement.

When the Soviet invasion of Afghanistan raised fears that Soviet forces there might move into neighboring Iran, where an anti-Western militant Islamic regime had taken power in early 1979, President Carter created a rapid deployment force (RDF) for Southwest Asia to counter any such attempt in the region. Subsequently, at the Secretary of Defense's direction, General Jones oversaw planning for the transformation of the RDF into a regional unified command. Planning for what in 1983 became the US Central Command was essentially completed during his chairmanship.



General Jones with General John W. Vessey, Jr., 1982.

After Iran refused to release US Embassy personnel taken hostage during the November 1979 seizure of the embassy by followers of Iranian leader Ayatollah Ruholla Khomeini, President Carter in early 1980 directed the JCS

to plan a rescue effort. General Jones oversaw the planning, which was accomplished in secrecy outside the existing command structure; the result was a proposal for a multi-service mission involving Air Force transports,

Army commandos, and Navy helicopters piloted by Marines. The President approved the mission after General Jones informed him that the JCS believed that the plan was militarily feasible and had a good chance of succeeding. When mechanical problems and weather conditions caused failures or crashes of several aircraft, the mission was aborted. Congressional and Defense Department investigations found that lack of joint training and joint command and control at the tactical level had contributed to the failure. In response, the Joint Chiefs in August 1980 established a counter-terrorist joint task force as a field operating agency to conduct extensive training in joint planning and command and control.

General Jones bore the brunt of criticism for the failure of the hostage rescue mission. When President Carter nominated him for a second term, congressional opponents attacked Jones both for the failure of the raid and for his support of the administration's defense and foreign policies. However, on 19 June 1980 the Senate voted overwhelmingly to confirm him. After Ronald Reagan's victory in

the November 1980 presidential election, critics of Jones launched a campaign to persuade Reagan to dismiss the Chairman. But President Reagan decided to retain Jones.

General Jones had become increasingly dissatisfied with the operation of the joint system. During his last year as Chairman, he conducted an extensive review of the system's structural problems. This resulted in a proposal for changes to the National Security Act to improve the quality and timeliness of military advice and the combined readiness and effectiveness of the nation's combat forces. His central recommendation was that the Chairman, rather than the corporate JCS, should be the principal military adviser to the President and Secretary of Defense. His proposal for JCS reform prompted the most active debate on defense organizational issues since the 1950s. After his retirement on 18 June 1982, General Jones continued to be an active participant in this debate. He saw his ideas come to fruition with the 1986 passage of the Goldwater-Nichols Department of Defense Reorganization Act.

David Charles Jones

General, USAF

Promotions

Dates

	Temporary	Permanent
2LT		06 Feb 43
1LT	28 Feb 44	06 Feb 46
CPT.	11 Apr 46	25 Oct 48
MAJ	05 Feb 51	23 Jan 52
LTC.	01 Jun 53	01 Jul 59
COL	23 Apr 57	22 Dec 60
BG	01 Dec 65	10 Feb 66
MG	01 Nov 67.	24 Jan 69
LTG.	01 Aug 69	
GEN	01 Sep 71	

Assignments

Dates

	From	To
Aviation Cadet, Roswell, NM; Advanced Flying Instructor, Roswell, NM; Yuma, AZ; Pecos, TX; and Hobbs, NM	1942	1945
Pilot; Operations and Training Officer; Commander, 3d Emergency Rescue Squadron, Fifth Air Force, Japan	1945	1948
Unit Instructor, 2235th Air Force Rescue Training Center, Godman Field, KY	1948	1949
Student, Air Tactical School, Tyndall Air Force Base, FL	1949	1949
Student, Atomic Energy Course, Keesler Air Force Base, MS	1949	1949
Assistant Operations and Training Officer, Godman Field, KY	1949	1949
Student, Special Weapons Course, Sandia Base, NM	1949	1950
Pilot and Operations Officer; Commander, 19th Bombardment Squadron, March Air Force Base, CA, and Okinawa	1950	1953
Commander, 22d Air Refueling Squadron, March Air Force Base, CA.	1953	1954
Commander, 33d Bombardment Squadron, March Air Force Base, CA.	1954	1954

Assignments	Dates	
	From	To
Operations Planner, Bomber Mission Branch, Headquarters, Strategic Air Command, Offutt Air Force Base, NE	1954	1954
Aide to Commander in Chief, Strategic Air Command, Offutt Air Force Base, NE	1955	1957
Director of Materiel; Deputy Commander for Maintenance, 93d Bombardment Wing, Castle Air Force Base, CA	1957	1959
Student, National War College, Washington, DC.	1959	1960
Chief, Manned Systems Branch; Deputy Chief and then Chief, Strategic Division, Deputy Chief of Staff/Operations, Headquarters, US Air Force, Washington, DC	1960	1964
Student, USAF Operations Training Course, Luke and Davis-Monthan Air Force Bases, AZ	1964	1965
Commander, 33d Tactical Fighter Wing, Eglin Air Force Base, FL	1965	1965
Inspector General, Chief of Staff, and Deputy Chief of Staff/Plans and Operations, Headquarters, US Air Forces Europe, Wiesbaden Air Base, Germany	1965	1969
Deputy Chief of Staff/Operations and Vice Commander, Seventh Air Force, Tan Son Nhut Air Base, Vietnam	1969	1969
Commander, Second Air Force, Barksdale Air Force Base, LA	1969	1971
Vice Commander in Chief, US Air Forces, Europe, Wiesbaden Air Base, Germany	1971	1971
Commander in Chief, US Air Forces, Europe, Wiesbaden Air Base, Germany (Ramstein Air Base, Germany after March 1973) and Commander, Fourth Allied Tactical Air Forces, Ramstein Air Base, Germany	1971	1974
Chief of Staff, US Air Force, Washington, DC.	1974	1978
Chairman, Joint Chiefs of Staff, Washington, DC.	1978	1982

Principal US Military Decorations

Defense Distinguished Service Medal (with 2 oak leaf clusters)

Air Force Distinguished Service Medal (with oak leaf cluster)

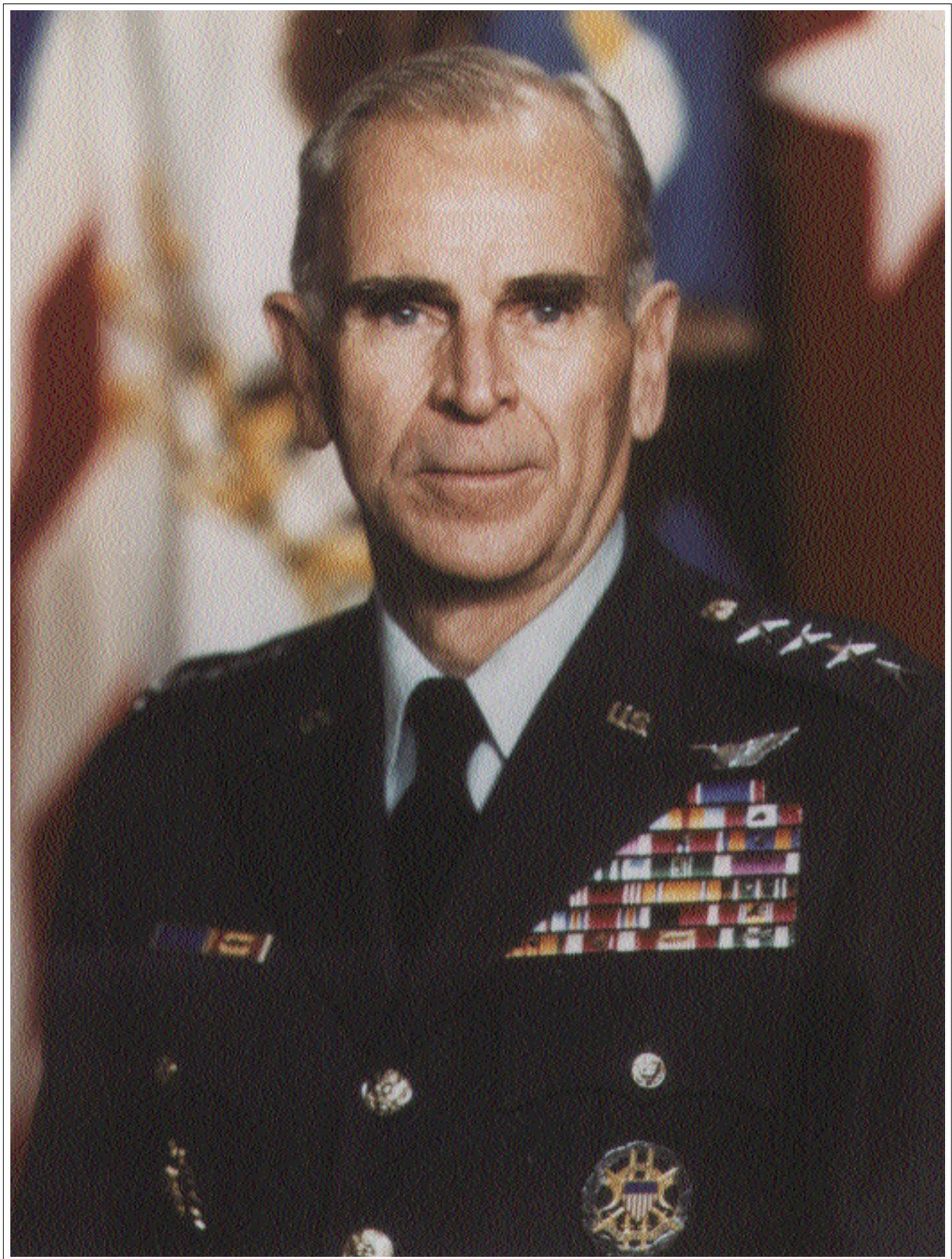
Legion of Merit

Distinguished Flying Cross

Bronze Star

Air Medal (with oak leaf cluster)

Air Force Commendation Medal



JOHN WILLIAM VESSEY, JR.

18 June 1982 — 30 September 1985

John Vessey, Jr., was born in Minneapolis, Minnesota, on 29 June 1922. In May 1939, thirteen months before he graduated from Roosevelt High School, he enlisted in the Minnesota National Guard as a motorcycle rider. His unit was activated in February 1941.

During World War II, Vessey served with the 34th Infantry Division. The experience of early American setbacks in North Africa left Vessey with a life-long appreciation of the need for realistic combat training, modern equipment, physical fitness, and air-ground cooperation. When Major General Omar Bradley, Commander of II Corps in North Africa, launched the US drive on Bizerte in April 1943, he gave the 34th the most difficult obstacle: the well-defended Hill 609. In the first clear-cut US Army victory of the campaign, the 34th Division took its objective, opening the way for the US advance on Bizerte. Vessey, who had been a first sergeant since 1 September 1942, later described being a first sergeant in combat as the “toughest job” he had. He was with the 34th when it entered the Anzio beachhead in Italy in May 1944; there he received a battlefield commission as a second lieutenant, serving as a forward observer.

After the war, most of Vessey’s service continued to be in field artillery assignments. In the 1950s he served with the 4th Infantry Division in Germany and the Eighth US Army in the Republic of Korea. During this period he also attended the Command and General Staff College at Fort Leavenworth, Kansas.

General John W. Vessey, Jr.
United States Army



Sergeant Vessey in World War II.

By the time Vessey became a lieutenant colonel, he had earned enough credits through night school and correspondence courses for a bachelor of science degree, which he received from the University of Maryland in 1963. In 1965 he received a master of science from George Washington University. From 1963 to 1965 Vessey commanded the 2d Battalion, 73d Field Artillery in the 3d Armored Division; then he spent a year as a student at the Industrial College of the Armed Forces.

During the Vietnam War, Vessey served for a year as Executive Officer of the 25th Infantry Division Artillery in Vietnam. In

March 1967, when acting as Commander of the 2d Battalion, 77th Artillery, he was given the mission of establishing a fire support base at Suoi Tre during Operation JUNCTION CITY. Located deep in enemy-controlled territory, Vessey and his men oriented the fire-base's defenses on the enemy's likely avenues of approach and rehearsed counterattack plans. During the attack by a reinforced regiment, the base was partially overrun. Vessey and his men fired their howitzers directly into the enemy ranks. Although greatly outnumbered, the defenders, aided by gunships and artillery, killed four hundred of their assailants while successfully defending the



General Vessey and Secretary of Defense Caspar W. Weinberger at a congressional hearing, February 1983.

firebase. Lieutenant Colonel Vessey received the Distinguished Service Cross for his actions during the battle.

From Vietnam, he went to Germany, to serve first as Commander of the 3d Armored Division Artillery from October 1967 until March 1969 and then as Division Chief of Staff

for a year. He was promoted to colonel in November 1967. Vessey went back to Southeast Asia in December 1970 to head the US Army Support Command, Thailand. In January 1972 he went into Laos to coordinate all US military operations in support of the war in Laos. Vessey worked with the US ambassador,

the CIA station chief, and an assortment of military contingents. When the Laotian ceasefire came in February 1973, the Royal Lao government controlled all major cities and the vast majority of the population.

Upon his return to the United States, Vessey became Director of Operations in the Office of the Deputy Chief of Staff for Operations and Plans. Promoted to major general in August 1974, he assumed command of the 4th Infantry Division (Mechanized) at Fort Carson, Colorado. Promoted to lieutenant general in September 1975, he became the Army's Deputy Chief of Staff for Operations and Plans.

Vessey received his fourth star in November 1976. From 1976 to 1979 he served in the Republic of Korea as Commanding General of the Eighth US Army; Commander of US Forces, Korea; and Commander in Chief of the United Nations Command. In 1978 he became the first Commander in Chief of the Republic of Korea-United States Combined Forces Command. His tour was marked by increased tension caused by evidence of a North Korean buildup and by President Jimmy Carter's 1977 announcement that US ground forces would be withdrawn. Vessey worked to assuage South Korean concerns and change the President's decision. After Carter's 1979 visit, withdrawal plans were suspended and then cancelled.

From July 1979 until June 1982 General Vessey served as Vice Chief of Staff of the Army. On 18 June 1982 he became the tenth Chairman of the Joint Chiefs of Staff and the last World War II combat veteran to serve in the position. General Vessey was the only Chairman who had been neither a Service Chief nor a commander of a unified or specified command. He served as Chairman during a period of unprecedented growth in peacetime defense spending and an expanded US

military presence worldwide intended to counter growing Soviet military power.

Vessey and the Service Chiefs believed that their overriding task lay in convincing Soviet leaders that their quest for military superiority and geostrategic advantage was fruitless. In Europe, they pushed the controversial but successful deployment of Pershing II and ground-launched cruise missiles to offset the Soviet SS-20 missiles. In Southwest Asia, highly visible US military activities underscored the US commitment to defend its vital interests in the region. In Central America, training and intelligence were provided to support counterinsurgency efforts.

Believing that it was a mistake to commit a superpower's forces to a peacekeeping mission, Vessey and the Joint Chiefs in 1982 and 1983 advised against deployment of a Marine contingent to Lebanon as part of a multinational peacekeeping force intended to restore peace among warring factions there. Their advice was not taken, and on 23 October 1983 a terrorist attack on the Marine headquarters building in Beirut killed 241 Marines. In late February 1984 President Reagan withdrew the contingent from Lebanon.

Vessey stressed the need for improvement of war plans and, for the first time, JCS members along with commanders of unified and specified commands personally participated in war games. Realizing the need to strengthen the joint system, Vessey and the Service Chiefs improved Joint Staff operations by adding a capability for budgetary analysis and by improving the quality of its personnel, changes that did not require legislation.

Secretary of Defense Caspar Weinberger understood the importance of decentralization; he authorized Vessey to direct military operations on the Secretary's behalf. The 1983 Grenada operation, for example, was planned by Atlantic Command, reviewed by the JCS, and approved by Secretary Weinberger and



General Vessey briefs President Ronald Reagan at the White House, 1985. *Left to right:* Donald Regan, White House Chief of Staff; Caspar W. Weinberger, Secretary of Defense; President Reagan; Vice President George Bush; Robert McFarlane, Assistant for National Security Affairs; and General Vessey

the President—all in four days. Vessey oversaw execution of the operation that rescued US citizens and brought a pro-US government into power.

During Vessey's tenure there was increased emphasis on space as a theater of operations. In early 1983 the Joint Chiefs mentioned to the President that defense against nuclear-armed missiles might be technically feasible in the next century. To their surprise, Reagan seized upon the concept and on 23 March 1983 announced his vision of the Strategic Defense Initiative (SDI). Realizing the enormous military advantages to be gained from operations in space and to support SDI, the JCS

recommended the establishment of a unified command for space. US Space Command was activated on 23 September 1985.

General Vessey retired on 30 September 1985, several months before the expiration of his second term as Chairman. He was the last four-star World War II combat veteran on active duty and, with forty-six years of service, had served the longest of anyone then in the Army. In retirement, he served President Reagan and his successors, Presidents George Bush and William J. Clinton, as a special emissary to Vietnam on the question of American service personnel missing from the Vietnam War.

John William Vessey, Jr.

General, USA

Promotions	Dates	
	Temporary	Permanent
2LT	06 May 44	
1LT	01 Apr 46	13 Jun 51
CPT	04 Jan 51.	29 Oct 54
MAJ	14 May 58	26 Jan 62
LTC	07 Jan 63.	02 Jan 69
COL	28 Nov 67.	12 Mar 73
BG	01 Apr 71	23 Dec 74
MG	01 Aug 74.	23 Aug 76
LTG.	01 Sep 75	
GEN	01 Nov 76	

Assignments	Dates	
	From	To
National Guard enlisted service	1939	1941
34th Division Artillery, Camp Claiborne, LA, Northern Ireland, North Africa, and Italy as S/Sgt, 1st Sgt, and then battlefield commission to 2Lt (Communications Officer/Forward Observer/ Air Observer).	1941	1945
US Army Field Artillery School, Fort Sill, OK	1945	1949
Student, Field Artillery Officers Advanced Course, Field Artillery School, Fort Sill, OK	1949	1950
Battery Officer; then Battery Commander, 18th Field Artillery, Fort Sill, OK	1950	1951
Assistant S-3 and Liaison Officer; then Headquarters Battery Commander; then Assistant S-3 and Liaison Officer, 4th Infantry Division Artillery, US Army, Europe.	1951	1954
Student, Artillery Officer Advanced Course, Artillery and Guided Missile School, Fort Sill, OK.	1954	1955
Battery Commander, Artillery and Guided Missile School Officer Candidate School	1955	1956
Gunnery Instructor, Artillery and Guided Missile School, Fort Sill, OK	1956	1957
Student, US Army Command and General Staff College, Fort Leavenworth, KS	1957	1958
Artillery Section, Eighth US Army with duty station CINCPAC Coordination Center, Philippines	1958	1958
Chief, Operations Branch, Artillery Section, Eighth US Army, Korea	1958	1959

Assignment Officer, then Executive Officer,
 Artillery Officers Division, Office of Deputy
 Chief of Staff for Personnel, Washington, DC . . . 1959 1963
 Student, Armed Forces Staff College, Norfolk, VA. . . 1963 1963
 Commander, 2d Battalion, 73d Artillery,
 3d Armored Division, US Army, Europe 1963 1965
 Student, Industrial College of the Armed Forces,
 Washington, DC 1965 1966
 Executive Officer, 25th Infantry Division Artillery,
 Vietnam 1966 1967
 Commander, 3d Armored Division Artillery,
 US Army, Europe 1967 1969
 Chief of Staff, 3d Armored Division,
 US Army, Europe 1969 1970
 Student, US Army Primary Helicopter School,
 Fort Wolters, TX; later US Army Aviation
 School, Fort Rucker, AL 1970 1970
 Commanding General, US Army Support
 Command, Thailand 1970 1971
 Deputy Chief, JUSMAGTHAI (Chief MAAG, Laos) . 1972 1973
 Director of Operations, Office Deputy Chief of Staff
 for Operations and Plans, Washington, DC 1973 1974
 Commanding General, 4th Infantry Division
 (Mechanized), Fort Carson, CO. 1974 1975
 Deputy Chief of Staff for Operations and Plans,
 US Army, Washington, DC 1975 1976
 Commanding General, Eighth US Army; and
 Commander in Chief, US Forces, Korea; and
 Commander in Chief, United Nations Command;
 and (1978) Commander in Chief, Republic of
 Korea-United States Combined Forces
 Command, Korea. 1976 1979
 Vice Chief of Staff, US Army, Washington, DC 1979 1982
 Chairman, Joint Chiefs of Staff, Washington, DC. . . 1982 1985

Principal US Military Decorations

Distinguished Service Cross
 Defense Distinguished Service Medal (with oak leaf cluster)
 Army Distinguished Service Medal (with 2 oak leaf clusters)
 Navy Distinguished Service Medal
 Air Force Distinguished Service Medal
 Legion of Merit (with oak leaf cluster)
 Bronze Star (with oak leaf cluster)
 Air Medal (with 4 oak leaf clusters)
 Joint Service Commendation Medal
 Army Commendation Medal (with "V" device)
 Purple Heart



WILLIAM JAMES CROWE, JR.

1 October 1985 — 30 September 1989

William Crowe was born on 2 January 1925 in La Grange, Kentucky, and grew up in Oklahoma City, Oklahoma. After graduating from Classen High School, he attended the University of Oklahoma. Inspired in part by his father's experiences in the Navy during World War I, Crowe entered the US Naval Academy, graduating in 1946 with the class of 1947.

His initial sea tour was aboard the USS *Carmick* (DMS-33). After completing submarine school in 1948, he qualified in submarines in March 1950 in the diesel submarine USS *Flying Fish* (SS-29). Almost all of his sea assignments over the next decade were on diesel submarines. In 1951 and 1952 Crowe served as Flag Lieutenant and Aide to the Commander of the US Atlantic Fleet's Submarine Force at New London, Connecticut.

After promotion to lieutenant in 1952 and another submarine tour, he served from 1954 to 1955 as Assistant to the Naval Aide to the President. During this tour he attended George Washington University Law School at night. Crowe's assignment in Washington kindled an interest in the study of government, and he began to rethink his Navy career path. Enrolling in the only full-time graduate program then available in the Navy, he received a master's in personnel administration from Stanford University in 1956.

From Stanford, Crowe returned to sea as Executive Officer of the USS *Wahoo* (SS-565) in Honolulu, Hawaii. Promoted to lieutenant commander in January 1958, he became personal aide to the Deputy Chief of Naval Operations for Plans, Policy and Operations the following autumn. This appointment introduced him to the Navy's role in international politics and set his career direction.

Admiral William J. Crowe, Jr.
United States Navy



Midshipman Crowe, 1946.

In 1960 Crowe received his first command: the Navy's newest diesel submarine, the USS *Trout* (SS-566), based in Charleston, South Carolina. Promoted to commander in 1962, he was selected that year as one of the Navy's first candidates for a doctorate in the social sciences. Even the possibility of joining the prestigious nuclear submarine program did not dissuade him from his decision to pursue graduate studies. Crowe received a master's and a doctorate in politics from Princeton University.

After he received his Ph.D. in 1965, he returned to submarine duty as Chief of Staff

to the Commander of Submarine Squadron THREE in San Diego, California. At the end of 1966 he was promoted to Commander of Division 31, which concentrated on anti-submarine operations. In 1967 he left San Diego to return to the Plans and Policy Deputy's Office, where he headed the East Asia and Pacific Branch of the Politico-Military Policy Division and was promoted to captain in July 1967. After the North Korean capture of the USS *Pueblo* in January 1968, he acted as the Navy's liaison with the State Department. His office drafted the repatriation plan for the captured crew, and, at the direction of Chief

of Naval Operations (CNO) Admiral Thomas Moorer, Crowe conducted the investigation of the crew's treatment during captivity.

In 1970, at the age of 44, Crowe volunteered for service in Vietnam. He served first as an adviser and then as Senior Adviser to the Vietnamese Riverine Force in the Mekong Delta. He returned to Washington in 1971 as Director of the Office of Micronesian Status Negotiations and Deputy to the President's Personal Representative for Micronesian Status Negotiations in the Interior Department, an appointment which recognized his policy experience but seemed likely to sidetrack his career. However, the head of the 1973 rear admiral selection board argued that Crowe's experience as an advocate should outweigh his relative lack of sea duty. This coincided with a push by CNO Admiral Elmo Zumwalt for the promotion of officers with wider ranges of experience, and Crowe was promoted in July 1973.

Rear Admiral Crowe returned to the Pentagon, where he served as Deputy Director of the Strategic Plans, Policy and Nuclear Systems Division in the CNO's Office and then as Director, East Asia and Pacific Region, in the Office of the Assistant Secretary of Defense for International Security Affairs. In June 1976 he assumed command of the Middle East Force, based in Bahrain in the Persian Gulf.

Promoted to Vice Admiral in August 1977, he was appointed the Navy's Plans, Policy and Operations Deputy. After receiving his fourth star, Admiral Crowe became Commander in Chief of Allied Forces Southern Europe in May 1980 and assumed the additional responsibility of Commander in Chief of US Naval Forces, Europe in January 1983.

In July 1983 he became Commander in Chief of the Pacific Command. When President Ronald Reagan stopped in Hawaii en route to China in the spring of 1984, he was so impressed with Crowe's briefing on the mili-

tary situation in the Far East that he reportedly told Secretary of Defense Caspar Weinberger that if another Chairman was needed, he had found him. When General Vessey decided to retire, Reagan named Crowe to replace him.

Admiral Crowe became the eleventh Chairman of the Joint Chiefs of Staff on 1 October 1985. He was the first since Admiral Radford to come directly from the helm of a unified command. On 1 October 1986 he became the first Chairman to serve under the Goldwater-Nichols Department of Defense Reorganization Act, which transferred considerable authority from the corporate JCS to the Chairman. After the law came into force, Crowe made the transition from being first among equals on the corporate body to being the principal military adviser to the President, the Secretary of Defense, and the National Security Council.

Admiral Crowe came to the chairmanship at a time of increasing international terrorism. When Palestinian terrorists hijacked the Italian cruise ship *Achille Lauro* a week after he was sworn in, US efforts to obtain custody of the hijackers were frustrated. Then, in December Americans were among those killed during terrorist assaults on the Rome and Vienna airports. In addition, Libyan leader Muammar Qaddafi, a principal sponsor of terrorism, had proclaimed a "Line of Death" one hundred miles off Libya's shore—well beyond its internationally recognized territorial waters.

On Crowe's recommendation, the United States responded by adopting new rules of engagement; US units were allowed to respond to apparent threats rather than waiting until they were fired upon. This change led to the sinking of two Libyan patrol boats during a March 1986 Sixth Fleet exercise in the Gulf of Sidra. A week later, when terrorists bombed a West Berlin discotheque frequented



Admiral Crowe, Commander in Chief, Allied Forces Southern Europe, at a briefing during a NATO exercise, 1981.

by American soldiers, the United States attributed the attack to Qaddafi, and the Reagan administration decided to retaliate.

In deliberations over the US response, Crowe argued that the focus should be on Qaddafi's military capability. Although the decision to launch a night air strike that included command and control and terrorist targets resulted in an operation that was neither as focused nor as massive as Crowe had recommended, the 26 April raid on Libya led to an immediate reduction in the Libyan military presence in the Gulf of Sidra and in Libya's terrorist activities.

In October 1986 at a meeting with Soviet General Secretary Mikhail Gorbachev in Reyk-

javik, Iceland, President Reagan, without consulting the Joint Chiefs of Staff, proposed the elimination of all intercontinental ballistic missiles in ten years. Gorbachev accepted the proposal, but the summit adjourned without an agreement. On the President's return to Washington, the administration did not discuss the proposals with the Joint Chiefs. Nevertheless, Admiral Crowe thought that he had to bring the issue before the Chiefs. They agreed that the President's proposal was "completely unacceptable" from the point of view of US national security.

With only lukewarm support from Secretary Weinberger, who believed that the zero-ballistic-missile (ZBM) proposal would not be



Admiral Crowe welcomes Marshal Sergei Akhromeyev, Chief of the Soviet General Staff, to "The Tank," the JCS Conference Room in the Pentagon, 8 July 1988.

pursued, Crowe initiated discussion of the subject in a meeting of the National Security Planning Group (NSPG). He informed the President that the Joint Chiefs believed that it would be ill-advised to proceed with the ZBM proposal. The concept was, in fact, not pursued, and Admiral Crowe believed that his speaking out at the meeting bolstered his relationship with the other members of the NSPG.

During Crowe's tenure as Chairman there was heightened tension in the Persian Gulf region as a result of the Iran-Iraq War. In 1987 he was actively involved in the planning for Operation EARNEST WILL, the US reflag-

ging and convoying of Kuwaiti tankers in the Persian Gulf to protect them from Iranian attack. Using the increased authority that Goldwater-Nichols gave the Chairman to design command and control arrangements, Crowe created a joint task force to conduct the operation. In July 1988, when the USS *Vincennes* mistakenly shot down an Iranian civilian airliner, Crowe, supported by Secretary of Defense Frank Carlucci, urged immediate public disclosure of the shutdown. When the Secretary of State and the President agreed, Crowe was given the responsibility of making the announcement.



Admiral Crowe conducts a press briefing, June 1989.

With the lessening of tensions between the United States and the Soviet Union in 1987, Admiral Crowe initiated a historic dialogue with his Soviet counterpart. When Chief of the Soviet General Staff Marshal Sergei Akhromeyev was in Washington in December 1987 for the signing of the Intermediate Nuclear Forces (INF) Treaty, Crowe invited him to the Pentagon, where Akhromeyev met with the Chairman and the other JCS members in "The Tank." A private Crowe-Akhromeyev meeting led to an agreement designed to prevent accidental armed conflict between US and Soviet armed forces and to a formal program of military-to-military dialogue between the services of the two countries. In the summer of 1988 Akhromeyev and the Soviet Service Vice Chiefs visited the United States at Crowe's

invitation. When Crowe and the US Service Vice Chiefs returned the visit in June 1989, he and Akhromeyev's successor, General Mikhail Moiseyev, signed the Agreement on the Prevention of Dangerous Military Activities and a military-to-military contacts agreement. Crowe's initiatives did much to hasten the thaw in the Cold War.

Admiral Crowe retired on 30 September 1989. After retiring, he served as counselor at the Center for Strategic and International Studies in Washington, DC, and was a professor of geopolitics at the University of Oklahoma. President William J. Clinton appointed him Chairman of the President's Foreign Intelligence Advisory Board in 1993. In May 1994 he became US Ambassador to the Court of St. James.

William James Crowe, Jr.

Admiral, USN

Promotions	Dates	
	Temporary	Permanent
ENS.		05 Jun 46
LTJG		05 Jun 49
LT.		01 Jun 52
LCDR		01 Jan 58
CDR		01 Jul 62
CAPT.		01 Jul 67
RADM	25 Jul 73.	01 Jun 74
VADM	23 Aug 77	
ADM	30 May 80	

Assignments	Dates	
	From	To
USS <i>Carmick</i>	1946	1946
Naval Mine Warfare School, Yorktown, VA.	1946	1946
USS <i>Carmick</i>	1947	1948
Naval Submarine School, Submarine Base, New London, CT	1948	1948
USS <i>Flying Fish</i>	1948	1951
Staff, Commander Submarine Force, US Atlantic Fleet	1951	1952
USS <i>Clamagore</i>	1952	1954
Naval Administrative Unit, Potomac River Naval Command	1954	1955
Student, Stanford University	1955	1956
Executive Officer, USS <i>Wahoo</i>	1956	1958
Head, New Development/Special Weapons Branch, Personnel Research Division, Bureau of Naval Personnel, Washington, DC.	1958	1959
Aide to Deputy Chief of Naval Operations (Plans and Policy), Washington, DC	1959	1960
Commanding Officer, USS <i>Trout</i>	1960	1962
Student, Princeton University	1962	1965
Staff, Commander Submarine Squadron THREE.	1965	1966
Commander, Submarine Division 31.	1966	1967
Head, East Asia and Pacific Branch, Politico-Military Policy Division, Office of		

Chief of Naval Operations, Washington, DC . . . 1967 1970



COLIN LUTHER POWELL

1 October 1989 — 30 September 1993

Assignments	Dates	
	From	To
Senior Adviser, Amphibious Task Force 211 and Commander, Task Force 210; Senior Adviser, Deputy Commander, Tran Hung Dao, Binh Thuy, from 6 Apr 1971 to 20 Aug 1971, US Naval Forces, Vietnam and Naval Advisory Group, Military Assistance Command, Vietnam .	1970	1971
Director, Office of Micronesian Status Negotiations and Deputy to President's Personal Representative for Micronesian Status Negotiations, Department of Interior, Washington, DC	1971	1973
Deputy Director, Strategic Plans, Policy and Nuclear Systems Division, Office of Chief Naval Operations, Washington, DC	1973	1974
Director, East Asia and Pacific Region, Office of Assistant Secretary of Defense (ISA), Washington, DC	1974	1976
Commander, Middle East Force	1976	1977
Deputy Chief of Naval Operations, Plans, Policy and Operations and Senior Navy Member, US Delegation, United Nations Military Staff Committee, Washington, DC	1977	1980
Commander in Chief, Allied Forces Southern Europe	1980	1983
Commander in Chief, Pacific Command		

General Colin L. Powell
United States Army



ROTC Cadet Sergeant First Class Powell, 1957.

(redesignated US Pacific Command on 11 October 1983).	oak leaf clusters)
1983.	Navy Distinguished Service Medal (with 2 gold stars)
1985	Army Distinguished Service Medal
Chairman, Joint Chiefs of Staff, Washington, DC	Air Force Distinguished Service Medal
1985.	Coast Guard Distinguished Service Medal
1989	Legion of Merit (with 2 oak leaf clusters)
	Bronze Star (with combat "V")
	Air Medal

Principal US Military Decorations

Defense Distinguished Service Medal (with 3



Lieutenant Colonel Powell as a battalion commander in South Korea.

Colin Luther Powell, the son of Jamaican immigrants, was born on 5 April 1937 in the Harlem section of New York City. He grew up in the South Bronx, where he graduated from Morris High School. At sixteen he entered the City College of New York. Attracted by the panache of the Pershing Rifles drill team, he joined the Army Reserve Officer Training Corps (ROTC). There he found a sense of direction. He became company commander of

the Pershing Rifles, attained ROTC's highest rank of cadet colonel, and was named a "distinguished military graduate." When he graduated in 1958 with a bachelor of science in geology, Powell was commissioned a second lieutenant in the Regular Army.

During the next decade Powell mastered infantry tactics and unit leadership. After completing Infantry Officer Basic, Ranger, and Airborne schools, he joined the 3d Armored Division in West Germany as a



Secretary of Defense Dick Cheney swears in General Powell as the twelfth Chairman of the Joint Chiefs of Staff, 3 October 1989.

platoon leader. He then transferred to Fort Devens, Massachusetts, to command a company of the 5th Infantry Division and in 1962 was promoted to captain.

From December 1962 to November 1963 Powell was assigned to Vietnam, where he served as an adviser to a South Vietnamese infantry battalion. Wounded during this tour, he received a Purple Heart. On his return, he completed the Infantry

Officer Advanced Course at Fort Benning, Georgia; was promoted to major in 1966; and the following year became an instructor at the Infantry School. In 1968 he graduated from the Command and General Staff College, Fort Leavenworth, Kansas, second in a class of 1,244.



General Powell briefs the press during Operation DESERT STORM, 1991.

In June 1968 Major Powell returned to Vietnam, serving first as a battalion executive officer and then as Assistant Chief of Staff, Operations (G-3), and later deputy G-3 with the 23d Infantry Division (Americal). During this tour he received the Soldier's Medal for repeatedly returning to a burning helicopter to rescue others despite being injured himself.

Powell spent 1969 to 1973 in Washington, DC. Promoted to lieutenant colonel in 1970, he received a master's in business administration from George Washington University

in 1971. In 1971 and 1972 he worked as an operations research analyst in the Planning, Programming and Analysis Directorate in the Office of the Assistant Vice Chief of Staff of the Army. Selected in 1972 as one of seventeen White House Fellows from among 1,500 applicants, he was assigned to the Office of Management and Budget (OMB) as Special Assistant to the Deputy Director.

Lieutenant Colonel Powell returned to a troop assignment in September 1973 as Commander of the 1st Battalion of the 32d

Infantry, 2d Infantry Division, guarding the Demilitarized Zone in the Republic of Korea. His next assignment, from 1974 to 1975, was as an operations research systems analyst in the Office of the Assistant Secretary of Defense for Manpower and Reserve Affairs. During 1975 and 1976 he was a student at the National War College, Fort Lesley J. McNair, Washington, DC. Promoted to colonel in 1976, Powell assumed command of the 2d Brigade, 101st Airborne Division (Air Assault), Fort Campbell, Kentucky, in April of that year.

Colonel Powell returned to the Office of the Secretary of Defense (OSD) in July 1977 as Executive to the Special Assistant to the Secretary and Deputy Secretary of Defense. After promotion to brigadier general in 1979 he continued in OSD as Senior Military Assistant to the Deputy Secretary until June 1981, when he became Assistant Division Commander for Operations of the 4th Infantry Division (Mechanized), Fort Carson, Colorado. In August 1982 General Powell became the Deputy Commanding General of the US Army Combined Arms Combat Development Activity, Fort Leavenworth, Kansas.

In July 1983 he returned to the Pentagon as Senior Military Assistant to Secretary of Defense Caspar Weinberger. Promoted to major general the following month, Powell continued as Weinberger's assistant until June 1986, when he assumed command of V Corps in Europe. He was promoted to lieutenant general in July.

Six months later, President Ronald Reagan summoned him to become the Deputy National Security Adviser under Frank Carlucci, for whom Powell had worked at OMB and in OSD. When Carlucci became Secretary of Defense, General Powell replaced him as National Security Adviser. He served in this position from December 1987 until the end of the Reagan presidency in January 1989. During this time he organized and coordinated

several summit meetings between President Reagan and other world leaders.

In April 1989 Powell received his fourth star and became Commander in Chief of Forces Command (CINCFOR), Fort McPherson, Georgia, responsible for the general reserve of US-based Army forces. Within months of his appointment as CINCFOR, President George Bush selected General Powell to be the twelfth Chairman of the Joint Chiefs of Staff. When Powell became Chairman on 1 October 1989, he was the first African-American, the first ROTC graduate, and, at 52, the youngest officer to serve in the position.

General Powell's tenure as Chairman coincided with the end of the Cold War; his chairmanship saw more change in the world than that of any of his predecessors. Powell was the principal architect of the reorientation of US strategy and the reduction of the armed forces in response to the changed strategic environment. He directed the most significant change in national military strategy since the late 1940s, devising a strategy which focused on regional and humanitarian crises rather than on the Soviet Union. Powell's concept of a "base force" sufficient to maintain the United States' superpower status won Secretary of Defense Dick Cheney's and President Bush's support for a twenty-five percent reduction in the size of the armed forces.

The first Chairman to serve his whole tenure under the Goldwater-Nichols Department of Defense reforms, Powell devoted considerable energy to promoting joint culture in order to enhance the services' ability to fight together as a team. He guided the development of doctrine for joint warfare and was the driving force behind the expansion of the Atlantic Command's responsibilities, which transformed it from a principally naval headquarters into one with responsibility for ground and air forces based in the continental United States as well as East Coast

naval forces. When the new US Atlantic Command (USACOM) came into existence on 1 October 1993, the day after Powell's retirement, it was a joint command designed to meet the military requirements of the post-Cold War world.

During Powell's chairmanship, the US Armed Forces made over two dozen operational deployments. An attempted coup against the Panamanian dictator Manuel Noriega on 3 October 1989 almost postponed Powell's welcoming ceremony at the Pentagon. Over the next two months, the Chairman worked with the Commander in Chief of US

Southern Command to develop a contingency plan that would provide a large force should President Bush decide to intervene in Panama. After Panama declared a state of war with the United States and Panamanian soldiers killed an American officer and manhandled another officer and his wife, President Bush ordered the deployment of approximately 14,000 troops to Panama in late December. They joined almost 13,000 troops already there to execute Operation JUST CAUSE, which resulted in the defeat of the Panamanian forces and the downfall of Noriega.

General Powell played a central role in the preparation for and conduct of the Persian Gulf War. In response to Iraq's invasion of Kuwait in August 1990, President Bush ordered the deployment of some 250,000 US troops to Saudi Arabia in Operation DESERT SHIELD. Powell advised keeping all options open, exerting diplomatic and economic pressure while building up sufficient forces in the region to assure quick victory if the United States and its coalition partners concluded that military action was necessary. When Iraqi President Saddam Hussein did not withdraw his forces from Kuwait, Powell endorsed the President's decision to launch an offensive—Operation DESERT STORM—in January 1991. After it became clear in late February that the coalition forces had achieved an overwhelming victory, he supported the President's decision to suspend hostilities. The Persian Gulf victory boosted the military's standing with the American public, and General Powell became a well-known and popular figure. For his leadership during the war, he received a Congressional Gold Medal, struck in his honor, and the Presidential Medal of Freedom.

In addition to the combat operations in Panama and the Persian Gulf, US forces participated in a number of rescue and relief operations during Powell's chairmanship,

including humanitarian relief operations to provide assistance to famine victims in Somalia and to victims of ethnic warfare in Bosnia in 1992 and 1993. While supporting limited use of US forces to contain the crisis in the Balkans and to assist the United Nations forces on the ground there, General Powell was reluctant to commit US forces to intervene directly in the war and thus become one of the belligerents. He forcefully argued against the commitment of US ground troops in either a peacemaking or combat role. In internal debates in the Bush and Clinton administrations and in published articles, he advocated the use of US forces in combat only when there were clear political objectives and the political willingness to commit sufficient resources to achieve these objectives. Although there was a perception of an uneasy relationship between the military and the new Clinton administration, especially over the issue of homosexuals in the military, General Powell enjoyed a close working relationship with President William J. Clinton.

When General Powell retired on 30 September 1993, the role of the Chairman of the Joint Chiefs of Staff had been substantially enhanced due to his aggressive exercise of the expanded powers granted the Chairman in the Goldwater-Nichols Act. His tenure as Chairman subsequently became the subject of debate among some scholars and commentators concerned with the role of the military in policy development.

At his retirement General Powell was awarded a second Presidential Medal of Freedom, this one with distinction. Later that year, Queen Elizabeth II made him an honorary Knight Commander of the Bath. In retirement, Powell wrote his autobiography and was a frequent public speaker. As a member of the three-man delegation, headed by former President Jimmy Carter, that President Clinton sent to Haiti in September 1994, he played a key role in negotiating the peaceful transfer of power from the military dictatorship to the elected president.

Colin Luther Powell

General, USA

Promotions

Dates

	Temporary	Permanent
2LT	09 Jun 58	30 Jun 58
1LT	30 Dec 59	30 Jun 61
CPT.	02 Jun 62	30 Jun 65
MAJ.	24 May 66.	30 Jun 72
LTC	09 Jul 70.	30 Jun 79
COL		01 Feb 76
BG	01 Jun 79	22 Jan 82
MG		01 Aug 83
LTG.		01 Jul 86
GEN		04 Apr 89

Assignments

Dates

	From	To
Student, Infantry Officer Basic Course, Ranger and Airborne Courses, US Army Infantry School, Fort Benning, GA	1958	1958
Platoon Leader, Company B, 2d Armored Rifle Battalion, 48th Infantry, US Army, Europe	1958	1959
Assistant Adjutant, Combat Command B, 3d Armored Division, US Army, Europe	1959	1959
Platoon Leader, later Executive Officer, Company D, 2d Armored Rifle Battalion, 48th Infantry, US Army, Europe	1959	1960
Liaison Officer, later Executive Officer, Company A, 1st Battle Group, 4th Infantry, 2d Infantry Brigade, 5th Infantry Division (Mechanized), Fort Devens, MA	1960	1961
Commander, Company A, 1st Battle Group, 4th Infantry, 2d Brigade, 5th Infantry Division (Mechanized), Fort Devens, MA	1961	1962
S-1, 1st Battalion, 2d Infantry, 5th Infantry Division (Mechanized), Fort Devens, MA	1962	1962
Student, US Army Special Warfare Center, Fort Bragg, NC	1962	1962
Self Defense Corps Training Center Adviser, 2d Infantry Division, I Corps, Military		

Assistance Advisory Group, Vietnam 1962 1963