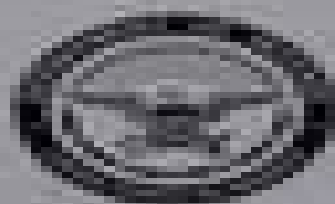


# The Department of Defense 1947-1997

## Organization and Leaders

Roger K. Trank  
Alfred Goldberg



Historical Office  
Office of the Secretary of Defense  
Washington, D.C.  
1997

# The Department Of Defense 1947 1997 Organization And Leaders

**Edward J. Drea**



## **The Department Of Defense 1947 1997 Organization And Leaders:**

**The Department of Defense 1947-1997, Organization and Leaders** ,1997 The National Security Act of 1947 established the Department of Defense named the National Military Establishment between 1947 and 1949 as part of a new national security structure for the United States Exactly a half century after James V Forrestal took the oath of office as the first secretary of defense the Department of Defense marked its 50th anniversary on 17 September 1997 This book presents a 50 year history of the evolution of DoD organization and the top leadership of the department The higher organization of the department has evolved from the small office of the secretary of defense and three special assistants established in 1947 to a formal Office of the Secretary of Defense now including more than 2 000 persons As this study shows developing an effective department wide organization concerned Forrestal and most of his successors Major reorganizations took place in 1949 1953 1958 and 1986 with important Incremental changes occurring over the years This hook discusses specific organizational issues such as civil military relations the roles and missions of the armed forces the positions of the service secretaries and the organization and duties of the Joint Chiefs of Staff especially its chairman **The Department of Defense, 1947-1997** Roger R. Trask, Alfred Goldberg, 1997 The National Security Act of 1947 established the Department of Defense named the National Military Establishment between 1947 and 1949 as part of a new national security structure for the United States Exactly a half century after James V Forrestal took the oath of office as the first secretary of defense the Department of Defense marked its 50th anniversary on 17 September 1997 This book presents a 50 year history of the evolution of DoD organization and the top leadership of the department The higher organization of the department has evolved from the small office of the secretary of defense and three special assistants established in 1947 to a formal Office of the Secretary of Defense now including more than 2 000 persons As this study shows developing an effective department wide organization concerned Forrestal and most of his successors Major reorganizations took place in 1949 1953 1958 and 1986 with important Incremental changes occurring over the years This hook discusses specific organizational issues such as civil military relations the roles and missions of the armed forces the positions of the service secretaries and the organization and duties of the Joint Chiefs of Staff especially its chairman **History of Acquisition in the Department of Defense, Volume 1** Elliott V. Converse, 2012-06-12 This volume is a history of the acquisition of major weapon systems by the United States armed forces from 1945 to 1960 the decade and a half that spanned the Truman and Eisenhower administrations following World War II These instruments of warfare aircraft armored vehicles artillery guided missiles naval vessels and supporting electronic systems when combined with nuclear warheads gave the postwar American military unprecedented deterrent and striking power 1 They were also enormously expensive The volume is organized chronologically with individual chapters addressing the roles of OSD the Army Navy and Air Force in two distinct periods The first roughly coinciding with President Truman s tenure covers the years from the end of World War II through the end of the Korean War in 1953 The

second spans the two terms of the Eisenhower presidency from 1953 through early 1961. The year 1953 marked a natural breakpoint between the two periods. The Korean War had ended. President Eisenhower and his defense team began implementing the New Look, a policy and strategy based on nuclear weapons which they believed would provide security and make it possible to reduce military spending. The New Look's stress on nuclear weapons along with the deployment of the first operational guided missiles and the rapid advances subsequently made in nuclear and missile technology profoundly influenced acquisition in the services throughout the 1950s and the remainder of the century. As used in this study, the term acquisition encompasses the activities by which the United States obtains weapons and other equipment. In surveying the history of acquisition between 1945 and 1960, this study discusses or refers in passing to many of the hundreds of weapon system programs initiated by the services in that period, but it is not a weapons encyclopedia. Instead, it investigates a few major programs in depth in the belief that such detailed examination best reveals the evolution of acquisition policies, organizations, and processes, and the various forces influencing weapons programs.

**History of the Office of the Secretary of Defense** Steven L. Rearden, 1984  
**History of the Office of the Secretary of Defense: The McNamara ascendancy, 1961-1965**, A narrative history and assessment of the early years of Robert McNamara's tenure as Secretary of Defense including McNamara's relationship with Presidents Kennedy and Johnson, the transformation of the Department of Defense as a part of Kennedy's New Frontier and the Pentagon's handling of the Cuban Missile Crisis, Bay of Pigs episode, and onset of the Vietnam War along with other major national security events and developments during a turbulent and momentous period of the Cold War. Fuller description is on the dust jacket flaps.  
**History of the Office of the Secretary of Defense: McNamara, Clifford, and the burdens of Vietnam, 1965-1969**, 2011  
**History of the Office of the Secretary of Defense**, 1984  
[History of the Office of the Secretary of Defense](#) Alfred Goldberg, 1984  
**US Defense**

**Politics** Harvey M. Sapolsky, Eugene Gholz, Caitlin Talmadge, 2013-12-04. This textbook provides an accessible overview of US defense politics for upper level students. This new edition has been fully updated and revised with a new chapter on intelligence and new material on unmanned drones, women in the military, the Tea Party, and other key issues. Analyzing the ways in which the United States prepares for war, the authors demonstrate how political and organizational interests determine US defense policy and warn against over emphasis on planning, centralization, and technocracy. Emphasizing the process of defense policy making rather than just the outcomes of that process, US Defense Politics departs from the traditional style of many existing textbooks. Designed to help students understand the practical side of American national security policy, the book examines the following key themes: US grand strategy, who joins America's military, how and why weapons are bought, the management of defense, public attitudes toward the military and casualties, the roles of the President and the Congress in controlling the military, the effects of 9/11 and the Global War on Terror on security policy, homeland security, government reorganizations, and intra and inter service relations. The textbook will be essential reading for students.

of US defense politics US national security policy and homeland security and highly recommended for students of US foreign policy US public policy and public administration      **Encyclopedia of United States National Security** Richard J. Samuels, 2006 Covers the origin development and results of all major national security policies over the last seven decades A thoroughly interdisciplinary work the encyclopedia views national security from a historical economic political and technological perspective      *History of the Office of the Secretary of Defense: Strategy, money, and the New Look, 1953-1956* Alfred Goldberg, 1984      Combatant Commands Cynthia A. Watson, 2010-12-16 A one stop resource for information about U S military commands and their organizations this book describes the six geographic combat commands and analyzes their contributions to national security The first book on the topic Combatant Commands Origins Structure and Engagements is a unique introduction to the geographic commands that are now at the heart of the U S military deployment abroad The book begins with a description of the six commands Northern Command Pacific Command Central Command Southern Command European Command and Africa Command explaining how they fit into the current national security establishment Each command is discussed in depth including areas of responsibility subcommands priorities threats faced and engagement institutions The history of joint combatant commands is outlined as well particularly the impact of the Root Reforms of the early 20th century the push for the 1947 National Security Act and the 1986 Goldwater Nichols Military Reform Act In this way the evolution of combatant commands becomes a window through which to view changes in the U S military Geographic combatant commands are vital to national security By understanding how they work readers will better understand where our military is today and where it may be headed      The McNamara Ascendancy, 1961-1965 Lawrence S. Kaplan, Ronald Dean Landa, Edward J. Drea, 2006 A narrative history and assessment of the early years of Robert McNamara s tenure as Secretary of Defense including McNamara s relationship with Presidents Kennedy and Johnson the transformation of the Department of Defense as a part of Kennedy s New Frontier and the Pentagon s handling of the Cuban Missile Crisis Bay of Pigs episode and onset of the Vietnam War along with other major national security events and developments during a turbulent and momentous period of the Cold War Fuller description is on the dust jacket flaps      *A Companion to American Military History* James C. Bradford, 2009-11-03 With more than 60 essays A Companion to American Military History presents a comprehensive analysis of the historiography of United States military history from the colonial era to the present Covers the entire spectrum of US history from the Indian and imperial conflicts of the seventeenth century to the battles in Afghanistan and Iraq Features an unprecedented breadth of coverage from eminent military historians and emerging scholars including little studied topics such as the military and music military ethics care of the dead and sports Surveys and evaluates the best scholarship on every important era and topic Summarizes current debates and identifies areas where conflicting interpretations are in need of further study      A comparison of the defense acquisition systems of France, Great Britain, Germany and the United States ,      The Digital Hand, Vol 3 James W. Cortada, 2007-11-06 In The third volume

of *The Digital Hand* James W Cortada completes his sweeping survey of the effect of computers on American industry turning finally to the public sector and examining how computers have fundamentally changed the nature of work in government and education This book goes far beyond generalizations about the Information Age to the specifics of how industries have functioned now function and will function in the years to come Cortada combines detailed analysis with narrative history to provide a broad overview of computing's and telecommunications' role in the entire public sector including federal state and local governments and in K 12 and higher education Beginning in 1950 when commercial applications of digital technology began to appear Cortada examines the unique ways different public sector industries adopted new technologies showcasing the manner in which their innovative applications influenced other industries as well as the U S economy as a whole He builds on the surveys presented in the first volume of the series which examined sixteen manufacturing process transportation wholesale and retail industries and the second volume which examined over a dozen financial telecommunications media and entertainment industries With this third volume *The Digital Hand* trilogy is complete and forms the most comprehensive and rigorously researched history of computing in business since 1950 providing a detailed picture of what the infrastructure of the Information Age really looks like and how we got there Managers historians economists and those working in the public sector will appreciate Cortada's analysis of digital technology's many roles and future possibilities

*McNamara, Clifford, and the Burdens of Vietnam 1965-1969* Edward J. Drea, 2011 Overseeing the Vietnam War and contending with these complex policy issues taxed even McNamara's enormous energy and brilliant intellect as he struggled to manage DoD programs His long cherished cost cutting programs fell by the wayside his favored weapons systems were swept aside his committed efforts to limit strategic arms faltered and his reputation was permanently tarnished McNamara Clifford and the Burdens of Vietnam highlights the interaction of McNamara and Clifford with the White House Congress the JCS the Department of State and other federal agencies involved in policy formulation The two secretaries increasingly found that the cost of winning the war became a morally prohibitive as the price of losing

SECDEF Charles A. Stevenson, 2006 SECDEF offers an expert's insights into one of the most difficult jobs in Washington Of the twenty one men who have held the post of secretary of defense since it was created in 1947 only half served more than eighteen months The first James Forrestal committed suicide soon after leaving the Pentagon Seven of his successors were fired or allowed to resign gracefully after losing the confidence of the president Many left frustrated and disappointed while few retained the celebrity and esteem they held while in office One observer has called the job the graveyard of political ambitions Charles A Stevenson who as a national security adviser to four U S senators has seen several defense secretaries in action examines the unique challenges of this office to learn why the failure rate has been so high SECDEF focuses on how the secretary performs in the broader world of national security policymaking how he handles civil military relations in planning strategy and wars how he functions on the National Security Council and deals with the president and secretary of

state and how well he performs as a politician especially in dealing with Congress In office Charles Stevenson finds these men have tended to fall into one of the three general roles for executing such responsibilities revolutionaries firefighters or the most common role team players Stevenson analyzes each type for its defining characteristics and evaluates individual secretaries This book will appeal to defense professionals and students alike and to readers interested in American defense and foreign policy who want to learn more about the important role often played by the person informally labeled the SECDEF

The National Security Enterprise Roger Z. George, Harvey Rishikof, 2017 This second edition of The National Security Enterprise provides practitioners insights into the operation missions and organizational cultures of the principal national security agencies and other significant institutions that shape the US national security decision making process Unlike some textbooks on American foreign policy this book provides analysis from insiders who have worked at the National Security Council the State Department Department of Defense the intelligence community and the other critical entities included in the book The book explains how organizational missions and cultures create the labyrinth in which a coherent national security policy must be fashioned Understanding and appreciating these organizations and their cultures is essential for formulating and implementing coherent policies This second edition includes four new chapters Congress DHS Treasury and USAID and updates to the text throughout It covers the many changes instituted by the Obama administration implications of the government campaign to prosecute leaks and lessons learned from more than a decade of war in Afghanistan and Iraq

**The National Security Enterprise** Harvey Rishikof, Roger Z. George, 2011 Recent breakdowns in American national security have exposed the weaknesses of the nation s vast overlapping security and foreign policy bureaucracy and the often dysfunctional interagency process In the literature of national security studies however surprisingly little attention is given to the specific dynamics or underlying organizational cultures that often drive the bureaucratic politics of U S security policy The National Security Enterprise offers a broad overview and analysis of the many government agencies involved in national security issues the interagency process Congressional checks and balances and the influence of private sector organizations The chapters cover the National Security Council the Departments of Defense and State the Office of the Director of National Intelligence the Central Intelligence Agency the Federal Bureau of Investigation the Department of Homeland Security and the Office of Management and Budget The book also focuses on the roles of Congress the Supreme Court and outside players in the national security process like the media think tanks and lobbyists Each chapter details the organizational culture and personality of these institutions so that readers can better understand the mindsets that drive these organizations and their roles in the policy process Many of the contributors to this volume are long time practitioners who have spent most of their careers working for these organizations As such they offer unique insights into how diplomats military officers civilian analysts spies and law enforcement officials are distinct breeds of policymakers and political actors To illustrate how different agencies can behave in the face of a common challenge

contributors reflect in detail on their respective agency's behavior during the Iraq War. This impressive volume is suitable for academic studies at both the undergraduate and graduate level, ideal for U.S. government, military, and national security training programs, and useful for practitioners and specialists in national security studies.



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