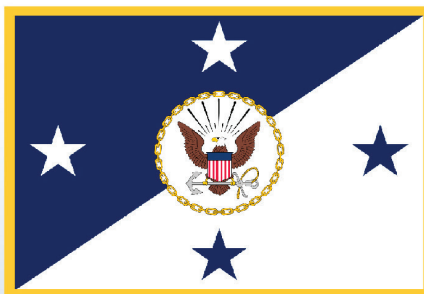


**100 Years
of
Leading
the
World's Greatest Navy**



**The Centennial Commemoration
of the
Establishment
of the
Office of the Chief of Naval Operations**

Foreword

The U.S. Navy has made amazing progress in a hundred years. From coal power to nuclear power and hybrid electric drive; from weapons like basic guns and artillery to precision laser-guided munitions, lasers, and developmental electromagnetic railguns; from paper maps and charts to real-time satellite navigation—the Navy has come a long way.

While credit for the operational success of the Navy lies squarely on the shoulders of our Sailors, it's important to know that the tools they use, many of them technological marvels, didn't just happen. Putting those tools in the hands of Sailors, making it possible for them to sail into harm's way and emerge victorious, takes a complex structure of setting requirements, development, evaluation, acquisition, and distribution on the front end and detailed plans for manning, training, equipping, and maintaining it all on the backend. The dedicated military and civilian personnel of the OPNAV staff have performed the vital functions of resource allocation, risk assessment, and balancing.

For more than 100 years, the person leading that effort has been the Chief of Naval Operations. The office has changed quite a bit since May 11, 1915, when Adm. William S. Benson took office as the first CNO, but I believe Adm. Jonathan Greenert, the 30th CNO, would agree that the one thing that remains the same is the importance of the office's mission: to ensure our globally deployed Sailors have all the tools and training necessary to successfully achieve their missions and return home safely.

This program scratches the surface of the challenges and accomplishments of all 30 CNOs. I hope it gives the reader some insight into the office and importance of the work that goes on, often behind the scenes, to make possible the successes of the United States Navy.

S. J. Cox
Director
Naval History and Heritage Command

The Establishment of the Office

Creation of the office of Chief of Naval Operations marked the culmination of a well-defined and long-recognized need in the Navy Department. As early as 1798, the year the Department of the Navy was founded, Commodore John Barry of Revolutionary War fame proposed that a board of naval officers be named to assist the Secretary of the Navy. Growth of the Navy during the War of 1812, with deployment on oceans and lakes, placed increased demands on the Secretary and gave substance to Barry's earlier recommendations. Accordingly, a law was passed on February 7, 1815, forming a Board of Navy Commissioners comprised of three naval captains appointed by the President. The act specified that "the board, so constituted, shall lie attached to the office of the Secretary of the Navy, and, under his superintendence, shall discharge all the ministerial duties of said office, relative to the procurement of naval stores and materials, and the construction, armament equipment and employment, of vessels of war, as well as all other matters connected with the naval establishment of the United States."

The commissioner system suffered from assignment of responsibility to a board rather than to individuals. The board's ability to carry out its duties varied with the extent to which the respective Secretaries of the Navy delegated authority, the board's willingness to exercise authority, as well as the board president's strength of leadership.

Actions against the Seminole Indians and West Indian pirates, suppression of the African slave trade, and protection of expanding worldwide commerce highlighted U.S. Navy operations during the 27 years of the board's tenure. As a result of the secretaries' frequent exercise of direct control over the relatively low-intensity naval operations during this period, the board tended to be purely advisory in areas of supply, building, equipping,

and repairing ships.

Toward the end of the Board of Navy Commissioners' span, it was charged that the board was slow to act and was criticized for a lack of individual responsibility. In 1842 the board was abandoned in favor of a bureau structure of administration. Five functional bureaus were created: Navy Yards and Docks; Construction, Equipment, and Repairs; Provisions and Clothing; Ordnance and Hydrography; and Medicine and Surgery.

Bureau chiefs were individually responsible to the Secretary of the Navy, and no formal means of coordination was provided. From time to time, secretaries would convene special purpose boards (strategy, personnel, etc.) as a need arose. Some secretaries relied heavily on individual bureau chiefs or one or more prominent officers for assistance and advice in conducting the affairs of the Navy. It was the stress of wartime requirements—the Civil and Spanish-American Wars—and the needs of operational direction, coupled with revolutionary technological advances, which brought into focus the serious shortcomings of departmental organization.

For the Navy, the period from the end of the war with Spain in 1898 to the beginning of American participation in World War I in 1917 was a time of change and uncertainty. The U.S. Government was committed to building a world-class navy, but getting that navy would require a transformation in how it was managed, directed, financed, trained, and supported.

In 1900, the Navy recognized the need for a general staff. Navy officers wanted a modern navy—one capable of deterring or fighting other modern navies, navies equipped with the latest naval technology and directed by formally trained officers.

At the same time, civilian secretaries of the Navy were often frustrated by the fragmented naval administration. In April 1904 Navy Secretary William H. Moody told the members of the Naval Affairs Committee of the House of Representatives that the Secretary of the Navy needed a senior uniformed adviser. Though his insight would not be realized at that time, it set the stage for the advent of the Office of the Chief of Naval Operations.

At the turn of the twentieth century, then-Secretary of the Navy John D. Long created the General Board. Unlike the temporary boards of earlier eras, the General Board was to be a permanent body for the purpose of ensuring “efficient preparation of the fleet in case of war and for the naval defense of the coast.” Although the General Board, which remained in existence until 1951, had no statutory status and was merely advisory, it did exercise considerable influence, particularly under the presidency of Admiral of the Navy George Dewey from 1900 to 1917.

Secretary of the Navy George von Lengerke Meyer initiated the naval aide system in 1909. To assist him in the efficient administration of the department and improve coordination of the work of the bureaus, Meyer named four officers as aides for operations, personnel, material, and inspection.

The aide for operations was the most important assignment and was the direct forerunner of the Chief of Naval Operations. However, like the numerous boards before them and the navy commissioners of the early nineteenth century, the aides lacked executive authority. Rear Admiral Bradley Fiske, the last officer to be assigned as aide for operations was a prime mover in the establishment of a Chief of Naval Operations.

When Josephus Daniels took office as navy secretary in

1913, he inherited Rear Admiral Bradley Fiske as his aide for operations. Fiske, along with the upper officers of the Navy, realized that, while the Navy was in good condition for times of peace, it was not organized for war.

Fiske developed the basis of legislation that would establish the Chief of Naval Operations. He planned with captains Harry S. Knapp, John Hood, James H. Oliver, and lieutenant commanders William P. Cronan, Zachariah H. Madison, and Dudley W. Knox to prepare the legislation for this position.

Two months later, a congressional enactment signed into law by President Woodrow Wilson on March 3, 1915, provided for a Chief of Naval Operations “who shall be an officer on the active list of the Navy appointed by the President . . . from among the officers of the line of the Navy not below the grade of captain for a period of four years, who shall, under the direction of the secretary of the Navy, be charged with the operations of the fleet, and with the preparation and readiness of plans for its use in war.”

In August of the following year, Congress authorized the rank of admiral for the Chief of Naval Operations and strengthened the office by adding that “All orders issued by the Chief of Naval Operations . . . shall be considered as emanating from the Secretary, and shall have full force and effect as such.”

With the enactment of the 1915 law, with the nation soon to be embroiled in World War I, the U.S. Navy for the first time had a professional naval officer, the Chief of Naval Operations, who, under the direction of the Secretary of the Navy, had statutory authority and responsibility for war plans, preparation for combat, and operations of the fleet.

ADMIRAL WILLIAM S. BENSON

First Chief of Naval Operations

11 May 1915–25 September 1919

As first in the position, Admiral Benson defined and strengthened the position of Chief of Naval Operations and during World War I oversaw operations of more than a half million Sailors and two thousand ships.

William S. Benson, of Macon, Georgia, graduated from the U.S. Naval Academy in 1877. As a captain in 1909, his first major command was the dreadnought USS Utah. He later served as commandant of the Philadelphia Navy Yard. In 1915, the Navy promoted Benson to rear admiral and named him Chief of Naval Operations. To prepare the Navy for war, he greatly increased its personnel strength and testified before Congress to urge the passage of the 1916 Naval Appropriations Act, which included the largest shipbuilding program in American history. He was promoted to admiral in 1916. During World War I, he oversaw the Navy's rapid expansion, improved Navy Yards to meet wartime demands, increased the priority of naval aviation, and took the lead in countering German submarine warfare. As naval advisor to the U.S. delegation to the 1918 peace conference, he made strong recommendations on the naval provisions of the Versailles Treaty. Admiral Benson retired in 1919, spending the next decade promoting a strong American merchant marine. USS Benson and USS Admiral W. S. Benson were commissioned in his honor.



ADMIRAL ROBERT E. COONTZ

Second Chief of Naval Operations

1 November 1919–21 July 1923

As Chief of Naval Operations during a time of fiscal retrenchment, Admiral Coontz worked to maintain the Navy as an efficient fighting force. His support of naval aviation helped lay the essential foundation of the Navy's World War II air power.

Robert E. Coontz, of Hannibal, Missouri, graduated from the U.S. Naval Academy in 1885. He saw action in the Spanish American War and was USS Nebraska's executive officer during the Great White Fleet's around-the-world cruise. After serving as Commandant of Midshipmen at the Naval Academy and governor of Guam, Coontz commanded USS Georgia and, in World War I, the 13th Naval District at Puget Sound. Following a brief period as acting Chief of Naval Operations and as a battleship division commander in the Pacific Fleet, Coontz was appointed CNO. As CNO, Coontz advised the U.S. delegation to the Washington Naval Conference of 1921–1922. He persuaded Congress to increase enlisted strength, emphasizing, "men fight, not ships." He sponsored the conversion of the Lexington and Saratoga into aircraft carriers and brought the first aircraft carrier, USS Langley, into active service. In 1923, he established the Naval Research Laboratory. Later, Coontz served as Commander in Chief, U.S. Fleet and Commandant of the Fifth Naval District. USS Coontz and USS Admiral R. E. Coontz were commissioned in his honor.



ADMIRAL EDWARD W. EBERLE

Third Chief of Naval Operations

21 July 1923–14 November 1927

As Chief of Naval Operations Admiral Eberle defeated efforts to separate air power from the Navy, to maintain a powerful cruiser force, and to strengthen naval training.

Born in Denton, Texas, Edward W. Eberle graduated from the U.S. Naval Academy in 1885. During a variety of assignments, including service in the Spanish-American War and the world cruise of the Great White Fleet, he showed an aptitude for naval gunnery, wrote a manual for gun and torpedo drills, helped set up the first wireless telegraphs on naval vessels, developed tactical doctrine for destroyers, and experimented with deploying aircraft to locate submarines. During World War I he was Superintendent of the Naval Academy. He left the academy in 1919 to command the battleship divisions of the Atlantic Fleet and took command of the Pacific Fleet in 1921. As Chief of Naval Operations, he strongly advocated the integration of air power into the fleet, countering efforts to form an aviation corps separate from the Navy. He argued before Congress in favor of a shipbuilding program to remedy shortages in cruisers left after World War I. He oversaw strengthening the Naval Reserve structure and the establishment of the Naval Reserve Officer's Training Corps in 1925. USS Admiral E. W. Eberle and USS Eberle were commissioned in his honor.



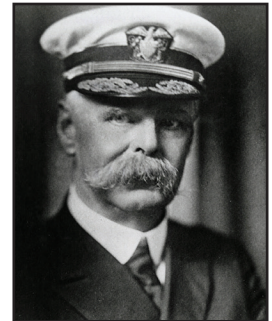
ADMIRAL CHARLES F. HUGHES

Fourth Chief of Naval Operations

14 November 1927–17 September 1930

As Chief of Naval Operations, Admiral Hughes worked to strengthen the fleet with the design, construction, and deployment of aircraft carriers and cruisers.

Born in Bath, Maine, Charles F. Hughes graduated from the U.S. Naval Academy in 1884. He became an expert in deep-sea sounding and hydrography. During the Spanish-American War he saw action with the Asiatic Squadron. In his first seagoing command, following the Titanic disaster, he led history's first ice patrol. During World War I he commanded USS New York in operations with the Royal Navy's Grand Fleet at Scapa Flow in the Orkney Islands. After the war, he commanded the Philadelphia Navy Yard and served as Commander Battleship Squadron Two and Commander of Battleship Divisions Three and Seven of the Battle Fleet. In 1923, he became President of the Naval War College, moving on to become the Director of Fleet Training a year later. In 1925, he became Commander in Chief, Battle Fleet. While Chief of Naval Operations, Admiral Hughes promoted and obtained authorization for light cruisers, the expansion of naval aviation, and the building of USS Ranger, the first vessel originally designed as an aircraft carrier. USS Charles F. Hughes and USS Admiral C. F. Hughes were commissioned in his honor.



ADMIRAL WILLIAM V. PRATT

Fifth Chief of Naval Operations

17 September 1930–30 June 1933

Admiral Pratt was an innovator unafraid to question the Navy's conventions. As Chief of Naval Operations during the first years of the Great Depression, when the Navy suffered from a lack of financial resources, he found creative ways to preserve the service's efficiency.

Born in Belfast, Maine, William V. Pratt graduated from the U.S. Naval Academy in 1889. He participated in the Spanish-American War and the Philippine-American War, taught at the Naval War College, commanded the Atlantic Torpedo Squadron, and served with the Army in Panama and at the Army War College. During World War I, he was Assistant Chief of Naval Operations. Pratt achieved admiral's rank in 1929 and the Navy's top seagoing command, Commander in Chief, United States Fleet. As head of the U.S. technical staff at the London Naval Conference in 1930, called by the major powers to set limits on warships, he promoted compromise. Becoming Chief of Naval Operations in the midst of a national economic crisis, Admiral Pratt worked to maintain the Navy in a high state of readiness, sponsoring a "Rotating Reserve" in which one third of the fleet was placed in reserve with a skeleton crew so that the remaining ships could keep full complements. He also modernized the fleet, completing the conversion of battleship fuel from coal to oil and increasing the number of naval aircraft. USS William V. Pratt was commissioned in his honor.



ADMIRAL WILLIAM H. STANDLEY

Sixth Chief of Naval Operations

1 July 1933–1 January 1937

As Chief of Naval Operations in a time of growing threat of world war, Admiral Standley helped to modernize the fleet and to reverse the downward trend in naval personnel strength.

William H. Standley, of Ukiah, California, graduated from the U.S. Naval Academy in 1895 and earned a commendation for bravery during the Philippine-American War. His career included extensive sea duty, sea commands, and tours ashore, including Commandant of Midshipmen at the Naval Academy; head of the War Plans Division; and, in 1928, Assistant Chief of Naval Operations. Standley eventually attained the post of Commander Battle Force, U.S. Fleet. As Chief of Naval Operations, he frequently performed duties for the ailing Secretary of the Navy. Admiral Standley drafted the Vinson-Trammell Act by which Congress provided the funds for building the Navy to full strength allowed by the Washington and London arms limitation treaties. He advocated a regular ship construction schedule to maintain pace with emerging technologies and sponsored establishment of the Fleet Marine Force. Having retired in 1937, Standley was recalled to active duty in 1941 to serve on the Board of the Office of Production Management. He also served on the Roberts Commission to investigate the attack on Pearl Harbor. He was Ambassador to the USSR in 1942–1943. USS William H. Standley was commissioned in his honor.



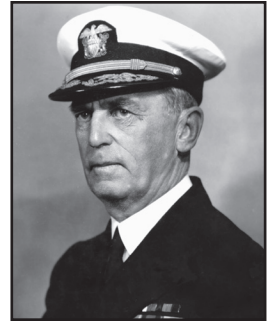
FLEET ADMIRAL WILLIAM D. LEAHY

Seventh Chief of Naval Operations

2 January 1937–1 August 1939

As Chief of Naval Operations, Admiral Leahy led efforts to prepare the Navy for a war that was imminent in the late 1930s. He initiated advanced war planning to deal with potential German and Japanese aggression and promoted a robust U.S. air and naval base establishment.

William D. Leahy was born in Hampton, Iowa, and graduated from the U.S. Naval Academy in 1897. Soon afterward, he saw action during the Boxer expedition and the Philippine-American War. Beginning in 1912, Leahy served in a number of staff billets in Washington. As Aide to the Secretary of the Navy in 1915, he established a close relationship with then Assistant Secretary of the Navy Franklin D. Roosevelt. He later held several sea commands. As Chief of Naval Operations, he worked on strategic war plans, advocated expansion of base facilities to support a two-ocean war, and won congressional approval for additional air bases in the Western Hemisphere. After retirement, he served as governor of Puerto Rico and, in 1941 and early 1942, as U.S. Ambassador to “Vichy” France. In July 1942, President Roosevelt recalled him to active service to serve as the President’s personal chief of staff and to oversee the Joint Chiefs of Staff. In recognition of his stellar performance, which included high-level involvement in the wartime conferences at Casablanca, Tehran, and Yalta, Congress promoted him to Fleet Admiral. USS Leahy was commissioned in his honor.



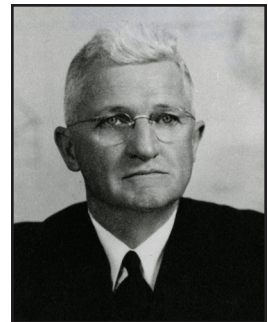
ADMIRAL HAROLD R. STARK

Eighth Chief of Naval Operations

1 August 1939–26 March 1942

As Chief of Naval Operations, Admiral Stark Prepared the Navy to fight a two-ocean war and helped develop the allies’ “Europe First” strategy in World War II.

Born in Wilkes-Barre, Pennsylvania, Harold R. Stark graduated from the U.S. Naval Academy in 1903. During World War I, he served on the staff of Commander U.S. Naval Forces, Europe. As a captain after the war, he served as Chief of Staff to Commander Destroyer Squadrons, Battle Fleet, and Aide to the Secretary of the Navy. After achieving flag rank, he became the Chief of the Bureau of Ordnance, followed by tours as cruiser division commander and cruiser battle force commander. As CNO, Admiral Stark laid the basis for strategic coordination with the British in World War II. He implemented a neutrality patrol covering the entire eastern seaboard of North America. In 1940, he won congressional approval for a “two-ocean Navy” and authored the document that set America’s Europe-first strategy of World War II. He executed the “Destroyers for Bases” agreement to aid Britain against German U-boats and to provide the United States with a chain of bases in the Atlantic. In March 1942, following his tour as CNO, Stark was appointed Commander U.S. Naval Forces, Europe and oversaw U.S. naval participation in the D-Day invasion of Normandy. USS Stark was commissioned in his honor.



FLEET ADMIRAL ERNEST J. KING

Ninth Chief of Naval Operations

26 March 1942–15 December 1945

Fleet Admiral King led the Navy to victory over the Axis navies in World War II. The strong-willed leader oversaw the enormous expansion of the U.S. Fleet and its successful employment against America's enemies in the Pacific, Atlantic, and Mediterranean.

Born in Lorain, Ohio, Ernest J. King graduated from the U.S. Naval Academy in 1901. In World War I, he was an assistant to the chief of staff of Commander in Chief, Atlantic Fleet. After the war, he gained experience in submarine operations. Shifting to naval aviation, he eventually rose to Chief of the Bureau of Aeronautics. In 1941, as Commander in Chief, Atlantic Fleet, King directed undeclared warfare against German U-boats that preyed on American shipping. When the United States entered World War II, he was appointed Commander in Chief, U.S. Fleet. Three months later, President Roosevelt named King Commander in Chief, U.S. Fleet and Chief of Naval Operations. He served in both positions for the remainder of the war. Congress promoted him to Fleet Admiral in December 1944. King was a strong advocate for the U.S. Navy in his dealings with the other U.S. armed forces and with America's allies. King was instrumental in building a powerful battle fleet that defeated the Imperial Japanese Navy in the Pacific and helped destroy the German U-boat menace in the Atlantic. USS King was commissioned in his honor.



FLEET ADMIRAL CHESTER W. NIMITZ

Tenth Chief of Naval Operations

15 December 1945–15 December 1947

As Chief of Naval Operations, Fleet Admiral Nimitz oversaw the integration of the Navy into the new Cold War defense establishment and its adaptation to new technologies.

Born in Fredericksburg, Texas, Chester W. Nimitz graduated from the U.S. Naval Academy in 1905. He spent almost two decades in the submarine service punctuated by instruction in diesel engines, study at the Naval War College, and tours as executive officer of an oiler and a battleship. Nimitz then commanded heavy cruiser USS Augusta, flagship of the U.S. Pacific Fleet. In 1939, he was assigned as Chief of the Bureau of Navigation. Following the Japanese attack on Pearl Harbor on 7 December 1941, the Navy named Nimitz Commander in Chief, U.S. Pacific Fleet and soon afterward Commander in Chief, Pacific Ocean Areas. In recognition of his superior leadership of naval forces during the victorious three-year Pacific campaign, in December 1944 Congress promoted him to fleet admiral. As Chief of Naval Operations at the dawn of the Cold War, Nimitz directed the forward deployment of naval forces to the Mediterranean and the Far East, worked to adapt the naval services to the joint requirements of the National Security Act of 1947, and promoted adoption of jet aircraft and other advanced technologies. In recognition of his accomplishments, the Navy named USS Nimitz, the first ship in a new class of nuclear-powered aircraft carriers, in his honor.



ADMIRAL LOUIS E. DENFELD

Eleventh Chief of Naval Operations

15 December 1947–2 November 1949

As Chief of Naval Operations, Admiral Denfeld emphasized the importance of naval forces to the conduct of nuclear warfare in the new Cold War era. At the cost of his career, he stood firm to assure the U.S. Navy a vital role in the national defense establishment.

Born in Westborough, Massachusetts, Louis E. Denfeld graduated from the U.S. Naval Academy in 1912. He served in the fleet in the following years and took command of destroyer USS McCall in 1919. Over the next two decades, Denfeld commanded numerous ships and stations. During World War II, Denfeld served in the Bureau of Naval Personnel, helping coordinate the recruitment and training of the millions of Sailors who joined the Navy. Following the war, Denfeld served as Chief of the Bureau of Naval Personnel. Command of the Pacific Fleet capped his operational service. Promoted to Chief of Naval Operations in December 1947, Denfeld worked to integrate the Navy into the postwar defense establishment. He helped ensure that the Navy would have a role in the development and deployment of nuclear weapons crucial for naval warfare. Denfeld took a strong stand in support of the Navy during congressional hearings in 1949 over the role of naval aviation in national defense. Because of Denfeld's principled advocacy of sea power, which was at odds with the position taken by the Secretary of Defense, the Secretary of the Navy requested the admiral's resignation. Denfeld's purposeful stand during the so-called "Revolt of the Admirals," however, helped persuade Congress of the continuing value of aircraft carriers and naval aviation.



ADMIRAL FORREST P. SHERMAN

Twelfth Chief of Naval Operations

2 November 1949–22 July 1951

Admiral Sherman led the Navy during a decisive year of the Korean War and developed a global maritime strategy.

Born in Merrimack, New Hampshire, Forrest Sherman graduated from the U.S. Naval Academy in 1917 and earned his aviator's wings in 1922. Quickly gaining a reputation as a superb planner, Sherman alternated aviation tours with increasingly important staff assignments during the interwar years. In 1943, the Navy assigned Sherman as Deputy Chief of Staff to Admiral Chester W. Nimitz, the Pacific Fleet commander, and in that capacity he helped plan the victorious Central Pacific campaign. Sherman was named Deputy Chief of Naval Operations for Operations in January 1946 and four years later Chief of Naval Operations. As CNO, Sherman oversaw the buildup of the Navy during the first, critical year of the Korean War in which naval forces helped turn back the enemy tide. He also adapted the mission of U.S. naval forces to the strategic requirements of the North Atlantic Treaty Organization established in 1949. Recognized as a skilled strategic planner, Sherman promoted a maritime strategy for the new Cold War world. He was also a polished flag officer skilled in political-military affairs. He died suddenly from a heart attack while on a diplomatic mission to Europe in the summer of 1951. Two destroyers, USS Forrest Sherman and USS Forrest Sherman II, honor his memory.



ADMIRAL WILLIAM M. FECHTELER

Thirteenth Chief of Naval Operations

16 August 1951–17 August 1953

During Admiral William M. Fechteler's tenure as Chief of Naval Operations, he promoted quality of life enhancements for Sailors and directed the construction of Forrestal-class aircraft carriers and nuclear powered submarines.

Born in San Rafael, California, William M. Fechteler graduated from the U.S. Naval Academy in 1916. He served on board the battleship USS Pennsylvania during World War I and in World War II commanded battleship USS Indiana. He commanded amphibious units in ten operations against Japanese forces in New Guinea and the Philippines during the Pacific campaign. In the postwar period he served in a number of staff billets and in 1950 took command of the Atlantic Fleet. He was appointed Chief of Naval Operations in August 1951 following the sudden death of Admiral Forrest Sherman. Fechteler worked hard to refine command relationships between U.S. and NATO commanders and, at the same time, to build up alliance naval forces. He advocated quality of life benefits for naval personnel, including pay increases, incentive allowances, and survivors' benefits. He devoted considerable attention to the Navy's program to build the first large-deck aircraft carriers of the Forrestal class and promoted the design and construction of USS Nautilus, which would be the world's first nuclear-powered submarine. Following his tour as CNO in 1953, Admiral Fechteler became Commander In Chief, Allied Forces, Southern Europe, a NATO command.



ADMIRAL ROBERT B. CARNEY

Fourteenth Chief of Naval Operations

17 August 1953–17 August 1955

Admiral Carney led the U.S. Navy at the height of the Cold War confrontations over Indochina and the offshore islands of China.

Born in Vallejo, California, Robert B. Carney graduated from the U.S. Naval Academy in 1916. He spent his early career in the Surface Navy, serving in cruisers and battleships and commanding destroyers. In 1941 Carney helped organize escort forces to protect North Atlantic convoys from German U-boat attacks. He commanded light cruiser USS Denver during combat operations in the Pacific. In 1943 he became Chief of Staff to Admiral William F. Halsey, Commander South Pacific. Carney helped plan some of the major operations that led to the defeat of Japan in 1945. After service as Deputy Chief of Naval Operations for Logistics and Commander Second Fleet, Carney directed U.S. and later NATO forces in Europe beginning in December 1950. Appointed CNO by President Eisenhower in 1953, Carney was key to Navy operations in support of the French in their struggle with the Vietnamese Communists for control of Indochina. He directed the evacuation of 300,000 Vietnamese refugees from North to South Vietnam in 1954–1955 in the "Passage to Freedom" operation. In support of national objectives, the Navy under Admiral Carney deployed a five-carrier task force off China to help resolve the Taiwan Straits crisis of 1954–1955. Carney also created the Long Range Objectives Group that drafted long-term strategic goals for the Navy in the Cold War. USS Carney was named in honor of the admiral.



ADMIRAL ARLEIGH A. BURKE

Fifteenth Chief of Naval Operations

17 August 1955–1 August 1961

Admiral Burke served an unprecedented six years as Chief of Naval Operations and during that time oversaw creation of the nation's submarine-based strategic deterrent force and commissioning of nuclear powered aircraft carriers, attack submarines, and surface ships. He fostered solidarity among allied navies at the height of the Cold War.

Born on a farm outside Boulder, Colorado, Arleigh A. Burke graduated from the U.S. Naval Academy in 1923. Burke gained fame as an innovative and skillful battle commander of Destroyer Squadron 23—the “Little Beavers”—during the Solomons campaign of World War II and as a consummate operational planner for Admiral Marc Mitscher, Commander Fast Carrier Task Force. Burke displayed superior leadership ability in the Pentagon during a postwar period of interservice friction over resources. Impressed with these traits and his skills as a strategic planner, the Navy named him Chief of Naval Operations in 1955 ahead of numerous other flag officers. Under his guidance, the Navy deployed nuclear powered submarines armed with Polaris intermediate-range ballistic missiles that buttressed the nation's strategic deterrent force. He employed naval forces in successful efforts to deter conflicts relating to Lebanon, Taiwan Straits, and Laos. Admiral Burke promoted unity with foreign navies in the Cold War era. The Navy commissioned the advanced, Aegis-equipped USS Arleigh Burke class of destroyers in honor of this great naval leader.



ADMIRAL GEORGE W. ANDERSON JR.

Sixteenth Chief of Naval Operations

1 August 1961–1 August 1963

The Navy under Admiral Anderson's inspired leadership enabled the Kennedy administration to successfully resolve the Cuban Missile Crisis of 1962.

Born in Brooklyn, New York, George W. Anderson graduated from the U.S. Naval Academy in 1927. He became a naval aviator in 1930 and then served in aviation units on board cruisers. He flew in fighting and patrol squadrons during the 1930s and on board USS Yorktown. During World War II, Anderson served as a staff officer in the Bureau of Aeronautics and then as a navigator on USS Yorktown, namesake of the carrier lost in the Battle of Midway. After the war, he worked as an assistant to General Dwight D. Eisenhower, Supreme Allied Commander, Europe, headquartered in Paris. Anderson commanded aircraft carrier USS Franklin D. Roosevelt and then served as Executive Assistant to the Chairman of the Joint Chiefs of Staff. His flag assignments included Chief of Staff to Commander in Chief, Pacific Command; Commander Carrier Division Six; and Commander Sixth Fleet. He was Chief of Naval Operations during the Cuban Missile Crisis of 1962. The fleet's quarantine of Cuba enabled the Kennedy administration to compel the Soviet Union to remove its nuclear weapons from the island. After retirement from the Navy, he served as Ambassador to Portugal and later as Chairman of the President's Foreign Intelligence Advisory Board.



ADMIRAL DAVID L. McDONALD
Seventeenth Chief of Naval Operations
1 August 1963–1 August 1967



Admiral McDonald successfully managed the Navy during the first years of heavy combat in the Vietnam War.

David L. McDonald was born in Maysville, Georgia, and graduated from the U.S. Naval Academy in 1928. His early service as a naval aviator included duty on USS Mississippi, USS Colorado, USS Saratoga, and USS Detroit. During World War II, he completed assignments with Commander Aircraft, Atlantic Fleet and Commander Naval Air Operational Training Command. After the war, he served on the staffs of Commander Air Force, U.S. Pacific Fleet, and Commander in Chief, U.S. Pacific Fleet. He commanded USS Mindoro and later aircraft carrier USS Coral Sea. Subsequent assignments included duty with the Director, Air Warfare in the Office of the Chief of Naval Operations. Thereafter, he served as the Deputy to the Assistant Chief of Staff, Supreme Headquarters, Allied Powers, Europe. In 1960, he took command of the Sixth Fleet and Naval Striking and Support Forces, Southern Europe. Convinced of his superior leadership skills, in 1963 the Navy named him Commander in Chief, Naval Forces, Europe. He took the reins as Chief of Naval Operations when the confrontation in Southeast Asia was heating up and oversaw deployment of SEAL and other U.S. naval forces to the embattled region. McDonald ensured that the Navy provided the Seventh Fleet with the Sailors, Marines, ships, aircraft, and supplies it needed in an expanding U.S. commitment in Southeast Asia.

ADMIRAL THOMAS H. MOORER
Eighteenth Chief of Naval Operations
1 August 1967–1 July 1970



On his watch as Chief of Naval Operations, Admiral Moorer ensured that U.S. naval forces deployed to Southeast Asia received the resources they needed to fight the Vietnam War.

Born in Mount Willing, Alabama, Thomas H. Moorer graduated from the U.S. Naval Academy in 1933 and served aboard cruisers until 1935. He was designated a naval aviator in 1936 and flew in several fighting squadrons. As a patrol plane pilot in the early days of World War II, he survived the attack on Pearl Harbor and later received the Silver Star for bravery off Australia. Moorer commanded Bombing Squadron 132 thereafter. Following the war, he served on the Strategic Bombing Survey and on aircraft carrier USS Midway. He commanded seaplane tender USS Salisbury Sound. Subsequent assignments included duty as Commander Carrier Division Six and then Commander Seventh Fleet. In succession, he commanded the U.S. Pacific Fleet and the U.S. Atlantic Command. The President named him Chief of Naval Operations in August 1967. As Chief of Naval Operations, Admiral Moorer strongly advocated employing maximum U.S. naval and air power to prevent Communist North Vietnam from winning the war against the Republic of Vietnam. He ensured that American naval forces operating in Southeast Asia were provided with essential ships, aircraft, weapons, and supplies. Following his tour as CNO, Moorer served from July 1970 to July 1974 as Chairman of the Joint Chiefs of Staff.

ADMIRAL ELMO R. ZUMWALT JR.

Nineteenth Chief of Naval Operations

1 July 1970–1 July 1974

Admiral Zumwalt, the youngest officer ever to serve as Chief of Naval Operations, successfully led the Navy as the United States withdrew from the war in Southeast Asia and oversaw needed changes in how the service provided opportunities for African American and female Sailors.

Elmo R. Zumwalt Jr., born in California, graduated from the U.S. Naval Academy in 1942 and served in a series of destroyer assignments in World War II. During the Korean War, he again saw combat as a navigator on board battleship USS Wisconsin. In the 1960s, Zumwalt learned critical leadership and administrative skills as an assistant to Paul Nitze, a powerful Cold War strategist and defense planner. In September 1968, the Navy named Zumwalt, then a vice admiral, to lead U.S. naval forces in Vietnam. The Sealords Campaign that he developed and prosecuted in the Mekong Delta hit the enemy hard and enabled South Vietnamese naval forces to take over the fight from the Americans. As CNO, Zumwalt improved the efficiency of the fleet by decommissioning obsolete, World War II-era naval vessels and deploying modern, technologically advanced warships. Recognizing that the Navy had not established a level playing field for black, female, and enlisted Sailors, Zumwalt instituted corrective programs. The admiral put the Navy on a positive footing in the post-Vietnam years.



ADMIRAL JAMES HOLLOWAY III

Twentieth Chief of Naval Operations

1 July 1974–1 July 1978

Admiral Holloway served as Chief of Naval Operations during a period of transition and change. He confronted and overcame the challenges of the post-Vietnam War shortage of ship and personnel resources and the growing threat of the Soviet navy.

James L. Holloway III, born in Arkansas, was a 1942 graduate of the U.S. Naval Academy, fought as a destroyer officer during World War II and as a jet pilot during the Korean War. He commanded the carrier USS Enterprise for two combat cruises during the early years of the Vietnam War. From 1970 to 1974, he served first as Commander U.S. Sixth Fleet in the Mediterranean and then as Commander, U.S. Seventh Fleet in the Western Pacific. In the latter assignment, he directed naval air, mining, and gunfire support actions against North Vietnam that helped end the war. In July 1974, after duty as Vice Chief of Naval Operations, Holloway took the helm as CNO. For him, “the purpose of the Navy should be to fight and win Wars.” He focused his energies on strengthening the U.S. fleet with new nuclear powered aircraft carriers, submarines, and ballistic missiles in order to deal with an increasingly powerful and global Soviet navy. He reaffirmed his predecessor’s support for some equal opportunity programs but dropped others he considered detrimental to morale and discipline. Admiral Holloway successfully steered the Navy through the shoals of the post-Vietnam era.



ADMIRAL THOMAS B. HAYWARD

Twenty-first Chief of Naval Operations

1 July 1978–30 June 1982

Admiral Hayward strengthened the Navy to meet the challenge of growing Soviet power by building sophisticated submarines, surface ships, and aircraft and promoting a global, offensive-minded maritime strategy.

Thomas B. Hayward was born in Glendale, California, in 1924. After serving as an enlisted Sailor during World War II, he attended the U.S. Naval Academy, graduating in 1947. An aviator, he repeatedly served on board aircraft carriers at sea and in training and test pilot commands ashore. Hayward flew 146 combat sorties with Fighter Squadron 51 in the Korean War. Combat command of Carrier Air Wing Ten and aircraft carrier USS America during the Vietnam War rounded out his sea duty. In between his tours of duty, Hayward enhanced his education with attendance at the National War College and the George Washington University. Hayward demonstrated superlative leadership skills as Commander U.S. Seventh Fleet and then as Commander in Chief, U.S. Pacific Fleet. In the latter command, Hayward called for the development of a global naval strategy to face the threat of growing Soviet military power that would drive the Navy's mission in the mid-1980s. To counter the Soviet presence, the admiral increasingly deployed fleet units into the Indian Ocean. He also fostered the design and production of advanced warships, aircraft, and missile systems. As Chief of Naval Operations, Admiral Hayward built on the work of his predecessor to prepare the Navy for the challenges of the late Cold War.



ADMIRAL JAMES D. WATKINS

Twenty-second Chief of Naval Operations

30 June 1982–30 June 1986

Admiral Watkins led a Navy that developed a maritime strategy for dealing with the USSR, and he deployed naval forces that managed crises worldwide.

James D. Watkins graduated from the U.S. Naval Academy in 1949, coming to Annapolis from his native New Orleans by way of California. In the course of his thirty-seven-year naval career, he served on both surface ships and submarines and became an experienced submarine officer. Admiral Watkins commanded the U.S. Sixth Fleet and later the U.S. Pacific Fleet. He also served as Chief of Naval Personnel and Vice Chief of Naval Operations. As Chief of Naval Operations, he left an indelible mark on the Navy through the breadth of his thinking and his interest in the individual Sailor. During his tenure, naval forces operated in support of national objectives in Grenada, Lebanon, and the Persian Gulf. Appreciating that changes were occurring in the Soviet Union at the end of the Cold War, he initiated a review of American naval strategy. He precipitated a renaissance in naval operational thought that encouraged a new generation of officers to become more deeply involved. This effort addressed an era he described as one of "violent peace" with a new American, forward-thinking and forward-deployed maritime strategy. At home he sought to improve the lot of the individual Sailor with support for families, a call to excellence, and practical measures to increase compensation.



ADMIRAL CARLISLE A. H. TROST

Twenty-third Chief of Naval Operations

30 June 1986–29 June 1990

Admiral Trost facilitated the transition of the U.S. Navy from a Cold War focus on sea control to a new emphasis on regional, littoral conflicts.

A native of Illinois, Carlisle A. H. Trost was born in 1930. After graduating first in his class from the U.S. Naval Academy in 1953, he joined the crew of a destroyer and then in 1956 a submarine, USS Sirago. He commanded the ballistic missile submarine USS Sam Rayburn and later Submarine Flotilla One/Submarine Group Five. As a junior officer, he was awarded an Olmsted Scholarship and studied at the University of Freiburg, Germany. During the 1970s, Trost completed assignments as naval aide to the Secretary of the Navy, Assistant Chief of Naval Personnel, and Director Navy Program Planning. His operational experience included duty as Deputy Commander in Chief, U.S. Pacific Fleet, Commander U.S. Seventh Fleet, and Commander in Chief, U.S. Atlantic Fleet. Because Admiral Trost's tenure as CNO coincided with the end of the Cold War, he prepared U.S. naval forces for new, post-Cold War missions. He confronted growing tensions in the Middle East resulting from the Iran-Iraq War. During 1987 and 1988, Trost ensured that the most capable American ships and aircraft were deployed to the Persian Gulf to protect oil tanker traffic from Iranian attack. In 1989, he provided critical support to SEAL and other naval forces operating to restore a democracy in Panama.



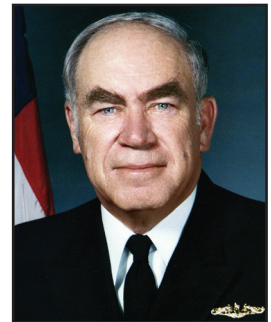
ADMIRAL FRANK B. KELSO II

Twenty-fourth Chief of Naval Operations

29 June 1990–23 April 1994

Admiral Kelso's tenure as Chief of Naval Operations was marked by the impressive victory of Navy and other coalition forces over Saddam Hussein's Iraq.

A native of Fayetteville, Tennessee, Frank B. Kelso II graduated from the U.S. Naval Academy in 1956. During his forty-two-year career in the Navy, he served tours as commanding officer of nuclear attack submarines USS Finback and USS Bluefish and as Commander Submarine Squadron Seven. In 1985 Kelso took command of the U.S. Sixth Fleet and in that position directed joint Navy-Air Force air strikes against Libya. In 1986, he was named Commander in Chief, U.S. Atlantic Command. He took the helm as Chief of Naval Operations in 1990. Admiral Kelso was head of the Navy during Operation Desert Storm, launched in response to Iraqi dictator Saddam Hussein's 2 August 1990 invasion of Kuwait. Naval forces he had armed, equipped, and trained prevailed against the enemy in one of the most masterful campaigns in military history. In 1993 he was the Acting Secretary of the Navy for a six-month period.



ADMIRAL JEREMY M. BOORDA

Twenty-fifth Chief of Naval Operations

23 April 1994–16 May 1996

Admiral Boorda was the first enlisted Sailor to rise from the ranks to become Chief of Naval Operations. During his tenure, he focused his energies on bettering the quality of life for all Sailors.

Jeremy M. Boorda came to the naval service from South Bend, Indiana. He enlisted in 1956 and obtained a commission in 1962 under the Navy's Integration Program. Early in his career, he served on board USS Parrot and USS Farragut. Subsequently, he held the billets of Chief of Naval Personnel; Commander in Chief, U.S. Naval Force Europe; and Commander in Chief, Allied Forces Southern Europe. In the latter command, he directed naval forces helping to enforce United Nations sanctions against warring factions in the Balkans. Admiral Boorda drove Navy modernization with the F/A-18E/F Super Hornet aircraft, a new attack submarine, an advanced surface combatant, and the effort to design a new generation of aircraft carriers. He left an indelible mark on the Navy through his personal leadership. He was a "Sailor's Sailor," always interested in those who served in the enlisted ranks. He managed, with great sensitivity and careful priorities, the largest mandated reduction in naval personnel since World War II. He also enhanced the quality of life, training, and the attraction of the naval service as a career at all levels.



ADMIRAL JAY L. JOHNSON

Twenty-sixth Chief of Naval Operations

2 August 1996–21 July 2000

Admiral Johnson oversaw the change in the Navy's new strategic emphasis on operations in the littorals of the world. He also began programs to improve the material condition of the fleet and the quality of life for Sailors.

Born in Great Falls, Montana, Jay L. Johnson graduated from the U.S. Naval Academy in 1968. Completing flight training the following year, he served two combat tours in Vietnam. He later flew F-14 Tomcat fighters and commanded Fighter Squadron 84. He next commanded Carrier Air Wing One and led its squadrons in a 1986 strike on Libya. In July 1994, Johnson took command of the U.S. Second Fleet. Admiral Johnson became Chief of Naval Operations during a time of increased U.S. commitments to international peacekeeping operations. During his tenure, U.S. naval forces helped compel the withdrawal of Serb forces from Kosovo. With promulgation of the From the Sea and Forward From the Sea naval strategies, he encouraged the Navy to focus on operating in the littorals of the world. To replace worn-out equipment, Johnson emphasized development of the next generation of ships, aircraft, and information systems. He improved the Inter-Deployment Training Cycle—the period between deployments—by reducing at-sea time, easing wear and tear on equipment and ensuring that Sailors could spend more time in port with their families. He made improvements in other quality of life issues such as pay, health care, and housing.



ADMIRAL VERNON CLARK
Twenty-seventh Chief of Naval Operations
21 July 2000–22 July 2005



Admiral Clark ably led the Navy during the opening stages of the Global War on Terrorism and developed innovative naval strategies for employing the fleet.

Born in Sioux City, Iowa, Vernon Clark attended Officer Candidate School and was commissioned in August 1968. Clark served on board surface ships and commanded USS Grand Rapids, USS McCloy, and USS Spruance and directed several surface commands. He was also Commander Second Fleet and Commander U.S. Atlantic Fleet. In joint billets, he served as Director of Operations and then Director of the Joint Staff. As Chief of Naval Operations, Admiral Clark led the Navy through the initial phases of the Global War on Terrorism launched in response to the 11 September 2001 terrorist attacks on the United States. The Navy that he helped equip, train, and deploy overseas was key to the defeat of Taliban and Al Qaeda forces in Afghanistan and Saddam Hussein's army in Iraq. One of Clark's signature measures was Sea Power 21, a strategic approach that focused on employing the fleet in the littoral reaches of the world and projecting sea power ashore. His Fleet Response Plan changed the Navy's dynamic from permanently stationing much of the fleet in distant waters to surging the fleet from the United States in times of major crisis. Other innovations included creating the expeditionary strike group for fast action overseas and establishing personnel policies that improved the quality of life for Sailors and their families. When he retired, Clark became the second longest serving CNO in history.

ADMIRAL MICHAEL G. MULLEN
Twenty-eighth Chief of Naval Operations
22 July 2005–29 September 2007



As Chief of Naval Operations, Admiral Mullen ensured the Navy's readiness to contribute to Operations Enduring Freedom and Iraqi Freedom, while pioneering new global engagement and cooperation initiatives. From Global Fleet Stations to the "1,000-ship navy," his vision served as the foundation for U.S. maritime strategy for more than a decade.

A native of Los Angeles, Michael G. Mullen graduated from the U.S. Naval Academy in 1968. He commanded three ships: the tanker USS Noxubee, the guided missile destroyer USS Goldsborough, and the guided missile cruiser USS Yorktown. As a flag officer, he commanded Cruiser-Destroyer Group Two, the George Washington Battle Group and U.S. Second Fleet/NATO Striking Fleet Atlantic. Ashore, he served in leadership positions at the Naval Academy, in the Bureau of Personnel, in the Office of the Secretary of Defense, and on the Navy Staff. He was the 32nd Vice Chief of Naval Operations. The President named Admiral Mullen chief of Naval Operations in July 2005. He worked tirelessly to stop the decline in the number of active ships, stabilize the shipbuilding program, promote gender and ethnic diversity, and contribute more Sailors to combat and combat support missions in Iraq and Afghanistan. Acknowledging that "family readiness is directly tied to combat readiness," he also vastly improved the quality and scope of numerous family support programs. Admiral Mullen was sworn the 17th Chairman of the Joint Chiefs of Staff, serving as the principal military advisor to the President, the Secretary of Defense, the National Security Council, and the Homeland Security Council.

ADMIRAL GARY ROUGHEAD
Twenty-ninth Chief of Naval Operations
29 September 2007–23 September 2011



Admiral Roughead developed and instituted the first ever interservice maritime strategy by the Navy, Marine Corps, and Coast Guard. His leadership during the drawdown in Iraq, the surge of forces into Afghanistan, and a time of increased global demand for Fleet capabilities strengthened and expanded bonds with America’s maritime partners while simultaneously supporting war efforts on the ground and at sea.

Born in Buffalo, New York, Gary Roughead graduated from the U.S. Naval Academy in 1973. He assumed the duties as Chief of Naval Operations after holding six operational commands. He was the first officer to command both classes of Aegis ships and one of only two officers in Navy history to have commanded both the Atlantic and Pacific Fleets. Ashore, he served as Commandant, U.S. Naval Academy, as the Department of the Navy’s Chief of Legislative Affairs, and as Deputy Commander, U.S. Pacific Command. During his tenure as CNO, he successfully guided the Navy through a challenging period of transition in fiscal, security, and personnel matters. He stabilized and accelerated ship and aircraft procurement plans so a larger, balanced Navy would be able to meet the demands of American leadership during a period of change. He directed the service’s investigation of climate change and alternative energy, re-established the Fourth and Tenth Fleets to posture the Navy for new operating environments, and introduced sweeping future Fleet programs to prepare for the primacy of information in warfare. He also led the Navy through changes in law and personnel policy to draw more inclusively than ever before upon the Fleet’s greatest strength—its Sailors.

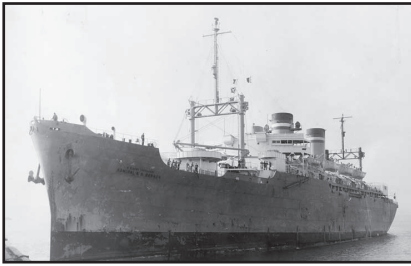
ADMIRAL JONATHAN W. GREENERT
Thirtieth Chief of Naval Operations
23 September 2011–Present



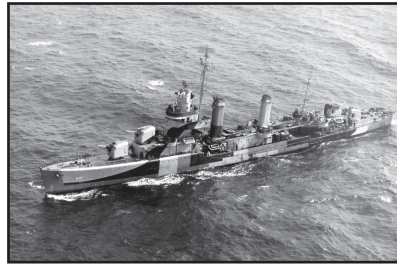
During Admiral Jonathan W. Greenert’s tenure as Chief of Naval Operations, he has faced direct operational impact from budgetary constraints during the 2014 sequestration. Despite these challenges, the Navy maintained its global reach through scaled forward operational presence. He continued to invest in platforms and personnel to meet ever-shifting deterrence demands and adapt to their multifunction mission requirements.

A native of Butler, Pennsylvania, Jonathan W. Greenert graduated from the U.S. Naval Academy in 1975 and completed studies in nuclear power for service as a submarine officer. His career as a submariner includes assignments aboard USS Flying Fish, USS Tautog, submarine NR-1, and USS Michigan, culminating in command of USS Honolulu from March 1991 to July 1993 during which time he was nominated by his peers and presented the Vice Admiral James Bond Stockdale Award for inspirational leadership. Subsequent fleet command assignments include Commander, Submarine Squadron 11; Commander, U.S. Naval Forces, Marianas; Commander, U.S. Seventh Fleet; and Commander, U.S. Fleet Forces Command. Greenert has served in various fleet support and financial management positions, including Deputy Chief of Naval Operations for Integration of Capabilities and Resources; Deputy Commander, U.S. Pacific Fleet; Chief of Staff, U.S. Seventh Fleet; Head, Navy Programming Branch; and Director, Operations Division, Navy Comptroller.

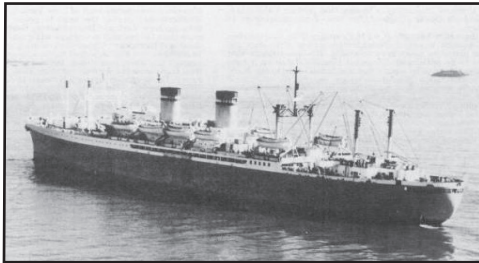
Ships Named For Chiefs of Naval Operations



ADMIRAL W. S. BENSON (AP 120)



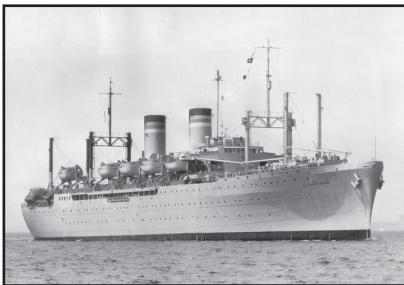
BENSON (DD 421)



ADMIRAL R. E. COONTZ (AP 122)



COONTZ (DLG 9)



ADMIRAL E. W. EBERLE (AP 123)



EBERLE (DD 430)



ADMIRAL C. F. HUGHES (AP 124)



HUGHES (DD 428)

Ships Named For Chiefs of Naval Operations



PRATT (DLG 13)



STANDLEY (DLG 32)



LEAHY (DLG 16)



STARK (FFG 31)



KING (DLG 10)



NIMITZ (CVN 68)



FORREST SHERMAN (DD 931)



FORREST SHERMAN (DDG 98)

Ships Named For Chiefs of Naval Operations



CARNEY (DDG 64)



ARLEIGH BURKE (DDG 51)



ZUMWALT (DDG 1000)

