

I received good support from the whiz kids, two of whom, Alain Enthoven and Harry Rowan, I had worked with previously. The third person, Charles Hitch, had worked with McNamara at Ford. Every Wednesday afternoon I would bring McNamara and his staff up-to-date on my plan and get approval for the next week's actions.

At the first such Wednesday meeting, I had prepared some charts and was going through them. Every time I got to a sticking point, Hitch would wink at me. It encouraged me to go on. Afterwards I said to him: "Mr. Hitch, I don't know you very well, but I'm certainly appreciative of the encouragement you gave me."

"Encouragement hell," said Hitch. "I thought much of what you said was wrong. Every time I did," he added, "my nervousness made me wink."

Q: Who were the two officers with you on the chairman's staff group?

A: One was a colonel, Thomas Wade, a tactical pilot in the Air Force. Tom was killed several years later in an auto accident just 200 yards from where I lived in Brussels. He was coming up to visit me from Italy and after a 10- or 12-hour drive, apparently fell asleep.

The other officer was Captain Norman Gray of the Navy. Captain Gray was a lawyer. Later he successfully defended the captain of an aircraft carrier who was relieved because there had been a fire on board. Up until this time, in strict accordance with the Navy tradition that a captain is responsible for everything that happens on his ship, no commander who had a ship fire had been acquitted.

Assistant Commander, Support, 82d Airborne Division

Q: When you left the chairman's staff group I gather you were assigned to the 82d Airborne Division. Had you completed your tour?

A: I was nearing the completion of my tour when General Ted Conway, who later became a four-star general in command of U.S. Army, Europe, took over command of the 82d Airborne Division. I had known Conway in Italy when he was an assistant to General Gruenther who was then Mark Clark's chief of staff.

Q: Were you then in the 92d Division?

A: **Yes**, Conway knew what had gone on in the 92d Division and knew of my experience with the ill-fated Cinquale Canal operation. When Conway took command of the 82d Division he brought into the division two assistants. I was the youngest brigadier general in the Army. The other assistant division commander, Bruce Palmer, was the most senior brigadier general in the Army.

I became the assistant division commander for support. General Conway had a rotation policy. After a year, if the junior general did well at logistics, he would take over the job of operations. Accordingly, after a year Conway moved me up to become the assistant division commander for operations.

This move was prejudicial to Bruce Palmer, but he accepted it with grace. We have remained friends over the years. General Conway was a very energetic and innovative officer-one of the most imaginative officers I have ever known. He was a fanatic when it came to physical fitness and insisted that his officers set an example for their men. You may have heard about his famous Winged-Foot Society which sponsored a 10-mile run every New Year's Day. He believed that his officers should not sit around and watch TV and drink beer, but instead run a ten-mile race on the holiday. We not only benefitted from running but from the fact that we had to train for the race and therefore drank little, if at all, on New Year's Eve.

Member, Howze Board

A month or so after becoming the assistant division commander for operations, I was shifted over to work for General Howze, who commanded the 18th Airborne Corps at Bragg. The Department of Defense, unhappy that the Army was not moving rapidly enough to capitalize on the advances in aviation technology, especially in the helicopter field, issued a memorandum to the Secretary of the Army.

It wanted a bold "new look" at land warfare mobility and firepower. The Department of Defense directed that the Army examine how to substitute air mobile systems for traditional ground systems. That gave rise to General Howze forming the famous "Howze Board" of which I was made his director of tests. This amounted to my wearing a second hat since I kept the job of assistant division commander for operations in the 82d Airborne Division.

This didn't sit too well with General Conway since General Howze employed most of the troops of the 82d Airborne Division to carry out his tests. Generals Conway and Palmer, in effect, became administrators and housekeepers for the troops. For