

what a difficult job it was to change the Army's old methods. As a result, I was only one of a number of officers who were not fully supported from the top but left to fight our own battles.

Family Life

Q: Now let me ask you a few personal questions. First, when you came back from Vietnam was your family still living in Washington?

A: Yes. I had put my family into a rented house in Washington because I thought it would be easier logistically for my wife. It would be simpler to get the five children to and from school and my wife would not have to take care of our big house in Virginia. But when I got back from Vietnam we moved back into our Virginia home.

Q: When you received orders to go to Germany, what did your kids say?

A: The older children did not want to leave their friends. The younger two were eager to move. The middle child was ambivalent.

Q: And your wife, what did she say?

A: My wife was a good soldier and accepted my assignments philosophically. She felt that an Army career was a mixture of good and bad and was ready to take whatever came along. She always considered herself a part of the Army team and always highly supportive of whatever I had to do. But this time she was ready to get out of Washington. She thought that I had to pay too big a price in my fight to see new ideas, like air mobility, adopted. She didn't like the internecine warfare within the Army and thought my battles with Johnson, Harrel, and others had taken a heavy toll on my disposition and outlook on life. She didn't like to see me constantly fighting in the bureaucratic trenches. She also wanted our children to have the benefit of a normal family life and felt I worked too hard and neglected them.

Q: I understand you sent your children to good private schools. How could you afford it on an Army officer's salary?

A: I was very fortunate. During the early days of World War II my wife went to work as an engineer at General Electric and made more money than I. We lived

on my salary and she invested hers, buying **IBM** stock when it was quite cheap. As a result, we always had money to send our children to the best of schools. I could not have paid for that kind of education on my Army salary.

Q: What prep schools did they go to?

A: In the States my daughter went to Holy Trinity and in France went to Sainte Clotilde Academy. This preparation allowed her to win a scholarship to Smith College. Two of my sons went to Landon Prep School and Priory in the States. Overseas three of my sons went to Haute Savoie in France and two went to Montana Zugerberg in Switzerland. These schools were among the very best.

Q: And did they become linguistically proficient in French and German?

A: Yes, except for my youngest son. He spent the first three years of his life in France and spoke only French when we returned. But he was made fun of by his classmates and abandoned French when he was about five. Later it came back to him.

Q: Thank you, Ambassador Rowny. I consider one of the more important parts of an officer's career the support he gets back home. Obviously you were supported and your family turned out well.

A: Yes, I was very fortunate.

Commanding General, 24th Infantry Division

Q: On June of 1965 you took command of the 24th Division in Germany and kept that job for over a year. Can you tell me something about the time you spent with the 24th?

A: In the first place, I was pleased that the new policy was that commanders overseas would serve for two years. There had been too much rotation and the new policy was designed to stabilize command tours. Second, I took command of the 24th Division when it was at its lowest point in terms of training and morale. I had nowhere to go but up. The previous commanding general, a personnel specialist, had had very little experience with troops. He believed that he could build morale by coddling and babying the troops. He gave them lots of time off and did not