



Senior Officer Oral History

U.S. Army Military History Institute



An Oral History of

Interviewed by Steve Brouse, 2004
Edited by - COL John R. Dabrowski, PhD

FOREWORD

This oral history transcript has been produced from a tape-recorded interview with General William W. Hartzog, USA Retired, conducted by Colonel Steve Brouse, USA, as part of the Academic Year 2004 US Army War College/US Army Military History Institute's Senior Officer Oral History Program.

Users of this transcript should note that the original verbatim transcription of the recorded interview has been edited to improve coherence, continuity, and accuracy of factual data. No statement of opinion or interpretation has been changed other than as cited above. The views expressed in the final transcript are solely those of the interviewee and interviewer. The US Army War College/US Army Military History Institute assumes no responsibility for the opinions expressed, or for the general historical accuracy of the contents of this transcript.

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U.S. ARMY MILITARY HISTORY INSTITUTE
BIOSKETCH - GENERAL WILLIAM W. HARTZOG, USA RETIRED

General WILLIAM WHITE HARTZOG

Retired 31 October 1998

SOURCE AND YEARS OF ACTIVE COMMISSIONED SERVICE ROTC, Over 35

MILITARY SCHOOLS ATTENDED

Infantry Officer Basic and Advanced Courses
United States Marine Corps Command and Staff College
United States Army War College

EDUCATIONAL DEGREES

Citadel Military College of South Carolina - BA Degree - English
Appalachian State University - MA Degree - Psychology

FOREIGN LANGUAGE(S) None recorded

PROMOTIONS

DATES OF APPOINTMENT

2LT	1 Jun 63
1LT	26 Feb 65
CPT	31 Aug 66
MAJ	21 Jan 70
LTC	2 Jul 76
COL	1 Oct 82
BG	1 Mar 89
MG	1 Feb 92
LTG	6 Aug 93
GEN	1 Dec 94

MAJOR DUTY ASSIGNMENTS

FROM

TO

ASSIGNMENT

Oct 63	Nov 65	Executive Officer, later Tactical Officer, and later Adjutant, 5th Student Battalion (Officer Candidate), The Student Brigade, Fort Benning, Georgia
Dec 65	May 66	Executive Officer, Company B, 3d Battalion (Airborne), 508th Infantry, Fort Kobbe, Canal Zone, United States Army South, Panama
Jul 66	Oct 66	Executive Officer, Headquarters Company, 3d Battalion (Airborne), 508th Infantry, Fort Kobbe, Canal Zone, United States Army South, Panama
Oct 66	Jan 67	S-3 (Air Operations) Officer, 3d Battalion (Airborne), 508th Infantry, Fort Kobbe, Canal Zone, United States Army South, Panama
Jan 67	May 67	Adjutant, 4th Battalion (Mechanized), 23d Infantry, 25th Infantry Division, United States Army, Vietnam
May 67	Nov 67	Commander, Company C, 4th Battalion (Mechanized), 23d Infantry, 25th Infantry Division, United States Army, Vietnam
Nov 67	Feb 68	S-2 (Counterinsurgency) Officer, 4th Battalion (Mechanized), 23d Infantry, 25th Infantry Division, United States Army, Vietnam
Jul 68	Apr 69	Student, Infantry Officer Advanced Course, United States Army Infantry School, Fort Benning, Georgia

General WILLIAM WHITE HARTZOG

Apr 69	Jun 72	Instructor, Office of Military Instruction, Department of Tactics, United States Military Academy, West Point, New York
Jun 72	Jul 73	Plans Officer, Military Assistance Branch, Force Development Division, later Operations Staff Officer, Force Structure Division, United States Military Assistance Command, Vietnam
Aug 73	Jun 74	Student, United States Marine Corps Command and Staff College, Quantico, Virginia
Nov 74	Apr 76	Assistant G-3 (Plans) Officer, 1st Infantry Division, Fort Riley, Kansas
Apr 76	Jun 76	Executive Officer, 4th Battalion, 63d Armor, 1st Infantry Division, Fort Riley, Kansas
Jun 76	Apr 78	Executive Officer, 2d Brigade, 1st Infantry Division, Fort Riley, Kansas
Apr 78	May 78	Commander, 2d Brigade, 1st Infantry Division, Fort Riley, Kansas
Jun 78	Jan 80	Commander, 3d Battalion, 5th Infantry, 193d Infantry Brigade, Fort Kobbe, Panama
Feb 80	Jun 80	Director, G-1 (Personnel and Community Activities), 193d Infantry Brigade, Fort Clayton, Panama
Aug 80	Jun 81	Student, United States Army War College, Carlisle Barracks, Pennsylvania
Jun 81	Jun 84	Staff Officer and Team Chief, later Chief, War Plans Division, Office of the Deputy Chief of Staff for Operations and Plans, United States Army, Washington, DC
Jun 84	Sep 85	Executive Officer, Office of the Commanding General, United States Army Training and Doctrine Command, Fort Monroe, Virginia
Sep 85	Nov 87	Commander, 197th Infantry Brigade, (Mechanized) (Separate), Fort Benning, Georgia
Nov 87	Jun 89	Assistant Commandant, United States Army Infantry School, Fort Benning, Georgia
Jun 89	Sep 90	J-3, United States Southern Command, Quarry Heights, Panama
Sep 90	Aug 91	Commanding General, United States Army South, Fort Clayton, Panama
Aug 91	Jul 93	Commanding General, 1st Infantry Division (Mechanized) and Fort Riley, Fort Riley, Kansas
Aug 93	Oct 94	Deputy Commander in Chief/Chief of Staff, United States Atlantic Command, Norfolk, Virginia
Oct 94	Sep 98	Commanding General, United States Army Training and Doctrine Command, Fort Monroe, Virginia,

SUMMARY OF JOINT ASSIGNMENTS

<u>Assignment</u>	<u>Dates</u>	<u>Grade</u>
Plans Officer, Military Assistance Branch, Force Development Division, later Operations Staff Officer Force Structure Division, United States Military Assistance Command, Vietnam	Jun 72-Jul 73	Major
* Staff Officer and Team Chief, later Chief, War Plans Division, Office of the Deputy Chief of Staff for Operations and Plans, United States Army, Washington, DC	Jun 81-Jun 84	Lieutenant Colonel/ Colonel

General WILLIAM WHITE HARTZOG

J-3, United States Southern Command, Quarry Heights, Panama	Jun 89-Sep 90	Brigadier General
Deputy Commander in Chief/Chief of Staff, United States Atlantic Command Norfolk, Virginia	Aug 93-Oct 94	Lieutenant General

* Joint Equivalent

US DECORATIONS AND BADGES

Defense Distinguished Service Medal (with Oak Leaf Cluster)
Distinguished Service Medal (with Oak Leaf Cluster)
Legion of Merit (with 4 Oak Leaf Clusters)
Soldier's Medal
Bronze Star Medal with "V" Device (with Oak Leaf Cluster)
Purple Heart
Meritorious Service Medal (with Oak Leaf Cluster)
Air Medals
Joint Service Commendation Medal
Army Commendation Medal (with 3 Oak Leaf Clusters)
Combat Infantryman Badge
Expert Infantryman Badge
Senior Parachutist Badge
Army Staff Identification Badge

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USAWC/USAMHI Senior Officer Oral History Program

Project No. 2004-10

INTERVIEWER: Colonel Steve M. Brouse

INTERVIEWEE: General William W. Hartzog

[Begin Tape H-647, Side 1]

INTERVIEWER: This is tape one, side one of interview number one of an unclassified Senior Officer Oral History Program interview with General William White Hartzog, which is being conducted on the 26th of April 2004 at Burdeshaw Associates in Bethesda, Maryland. The interviewer is Colonel Steven M. Brouse, United States Army War College Class of 2004. Would like to begin with the first set of questions there childhood and education. Would you please review your childhood including family life, hobbies, interests and secondary education?

GEN HARTZOG: Well, I was born in Wilmington, North Carolina in 1941. My father had been raised as the son of a father in South Carolina and his family had pulled their resources, sent him to college. He got a degree in Civil Engineering from the University of South Carolina and had moved to North Carolina as an employee of the Atlantic Coast Line Railroad. My mother was from a little town that no longer exists. It's currently on Fort Bragg, North Carolina, called Long Street, just off of what is now Long Street Road. She had moved to Elizabethtown and then subsequently to Wilmington with her parents. My father and

mother met there and were married and I was born there. My father worked for the Coast Line Railroad whose headquarters were in Wilmington. My earliest memories were living in my mother's parents' home, my grandparents, in the city of Wilmington, North Carolina. My father was away at World War II. He had joined the Army as a captain and a goodly number of the staff of the Atlantic Coast Line Railroad had been asked to join the Army and form a railway outfit to go to North Africa at that time and to rebuild railroads and build the railroads that are necessary for support of the forces that landed there. So he went in World War II, started out in North Africa then went up to Sicily and then to Italy and then into Southern France. I was raised by my mother, my maternal grandmother and a great aunt who all three lived there in Wilmington together. My grandmother and my great aunt were Scots women and spoke Gaelic and my earliest memories I suspect are probably of Gaelic as opposed to U.S. or American, or English or whatever you wish to call our language. My memories of my father were that he returned from the military in 1945, he had been injured in a jeep accident in France. He was in almost a body cast, he had broken one leg, a pelvis and his back. So my earliest memories of him were seeing him in a body cast. He got out of that and was on crutches and then subsequently walked without any assistance. He had a shortened leg for the rest of his life. He also was a heavy smoker and he had a heart attack about 1947, another one in 1955 and several in 1963 and he subsequently died in 1963. He stayed in the Reserves for a few years and attained the grade of lieutenant colonel. I have fond childhood memories after he returned from the war of all his comrades gathered together on weekends for

Cribbage games and war stories. Also the American Legion home was a place I knew very well. My mother was a teacher, she had taught in high school before I had come along and subsequently taught a number of years in high school after I had gone from there and was in college. Her last ten years of her teaching life she was a professor at Jacksonville University in Jacksonville, Florida, where she and my father had moved in 1960 when the Atlantic Coast Line headquarters had moved to Florida. My mother died two years ago at age 92 and she and my father are both buried in North Carolina in Wilmington in the cemetery there. I had a very stable family as a youngster, my mother and father were tremendous people in my judgment. They were both members of the Presbyterian Church. My father was an active elder in the leadership of the church and my mother taught the Sunday school there. She was very strict with me in studies and learning things or she tried to be at any rate. I studied and played the piano until I was about 17 years old, by that time I had rebelled mightily against playing the piano and it's not something that I do well today at all. I can plunk out a few tunes but I don't have any great joy in it, though I love music. I have little joy in the piano because it was such a difficult thing in my early life. My education, I went to Talston Elementary School, which was in an old part of Wilmington, a rather low economic class. I lived in my grandparent's home as I said, which was very much on the wrong side of the tracks, so to speak, in the older part of town. My grandfather had been a carpenter and a ship builder during World War I and my grandmother rode horses and was a horsewoman. We had a barn in our backyard that I recall as a kid and enjoyed very much. I then went to Talston Junior High School and

to New Hanover High School in Wilmington and that was the sum total of my education in Wilmington. In terms of hobbies I played in the band through the years. I play the clarinet poorly. I still have my clarinet; I have no interest or talent in it at all. It was a wooden clarinet. I happened to notice it the other day so maybe if I keep it another century it may be of some value to someone. I joined the junior ROTC [Reserve Officers' Training Corps] in Wilmington as a class in the curriculum of high school and I enjoyed that very much. I put a lot of effort into it and did reasonably well with it. I played all the sports that I could play. I played church league basketball; I probably wasn't good enough to play for the school. I never tried because it conflicted with ROTC and the times you took the courses and I liked the ROTC better. I was a tennis player in my younger years and I played through college and up to probably about age 30 where I disassembled a shoulder and tore a rotator cuff. My father's sport was golf and as badly banged up as he was from the war he didn't have a full swing, but it was his exercise. He could walk the golf course and play a little 150 yard cut slice shot that drove me crazy, but we were as close as we ever were in our lives on the golf course, it was something we enjoyed doing together a great deal. I had a ton of aunts and uncles on both sides of our family and we visited them a great deal in the summer months so I saw South Carolina farmers and North Carolina farmers. Generally our family sort of came from an agricultural background, I didn't have any interest in that particularly. I was an only child. I have no brothers and sisters. My mother had a boy but it was a stillbirth before I came along, so I was the one child that they had.

I think that pretty well covers my hobbies, interests and early school business. In high school I enjoyed theatrics. I was in a number of the plays and sang in the chorus. I've always enjoyed music and I enjoy singing a lot but I'm not a soloist. I like to be covered by at least another 50 or so voices that drown me out so I can get in the back and not hurt anybody's ears, but I enjoy the music a great deal.

INTERVIEWER: Are there any outstanding highs or lows that you remember at this time of your life before we move into your college years?

GEN HARTZOG: Yes, highs, I guess I began a lifelong love of automobiles. I got a 1948 Plymouth, which was the first car that I ever owned. My dad and I split the money -- I think we each put in 75 dollars and bought the car for 150 dollars if I recall correctly. The floor boards were made out of license plates as best I can remember. Whoever owned it stuffed a bunch of license plates under the rubber floor mat and that rusted together and became the floorboard. So my dad and I rebuilt the car and we upgraded the engine and put some different carburetors in it and I ran it on the drag strip on Sunday afternoons. This really disappointed my mother, she was really not into that at all, but my dad and I loved it and we took it to the drag strip and ran it. I think I turned 80 mph which was a great achievement for e-gas and a 1948 Plymouth. Disappointments, well, I never saw my father run a step because of his injuries and his heart condition and I would certainly have enjoyed more participating in sports with him because he had been a terrific athletic before World

War II. It didn't bother me and it certainly wasn't anything I would have ever brought up with him but it was a disappointment that he couldn't do that. It bothered me that he was crippled to that extent. I probably would have liked to have done a little better in the ROTC business in high school. I was a cadet captain and ran the drill teams and some other things but I had at that time sort of a childish ambition to do well in the military business so I didn't do quite as well as I wanted to there but it wasn't a crushing thing at all. Those kinds of things were probably the highs and lows at that immature part of my life.

INTERVIEWER: We know that you attended the Citadel, how would you describe your college experience there in terms of sports, academics, and other student activities?

GEN HARTZOG: I got to the Citadel probably with a little bit of subliminal push combined with some pragmatics. I was very proud of my father having served in the military. I have listened to all the stories from all the old veterans from World War II. I enjoyed ROTC and had done fairly well with it. I was in the upper half of my high school class academically so I tried to get a scholarship somewhere and I applied for all sorts of scholarships and got none of them or no significant ones. I think there were a couple hundred dollar, glad you applied, kind of things but you know I thought maybe about going to the University of Virginia for Naval ROTC and I did pretty well on that scholarship but I flunked the eye test because I couldn't see the eye chart; primarily I've worn glasses since I was about five. I wasn't interested much in any of

the places I had been accepted. I got accepted in all the places I turned in but I didn't get any scholarships and money wasn't free flowing in our home. I mean we were not destitute in any way, shape or form, but nor were we rich folks. In the spring of 1959 a bunch of my friends said "Let's take a ride down to the Citadel for a demo weekend." All I can remember is on the way down there the radio in my bud's car that we were riding in announced that the Big Bopper, Richie Valens, and Buddy Holly had been killed in an aircraft crash so we listened to the rest of that the four hour drive to "Chantilly Lace," "La Bamba" and a whole bunch of other stuff -- interesting that I remember that, but at any rate that's what happened. So we got to the Citadel on a Friday afternoon just in time for the parade. It was a beautiful day as I recall and we were standing out by the parade ground and all of a sudden from all of the Sally Ports these cadets began emerging and forming on the field. It was guns and drums and uniforms and crash of cannons and all the rest of that stuff and it just reached out and sunk me in and it just sort of began a love affair with "Martial" things that I've had ever since. I didn't know a thing about the Citadel, knew nothing about its life, its demands, its business of becoming a cadet but there I was. So I went home and told my parents that I was interested in going there and we put in a request and they took me. So I guess I would say it was serendipity and pragmatism of not getting the scholarships and the joy of the ROTC business that I'd had in high school which I equated to the Citadel had nothing to do with it but I thought it might have and that's how we got there. The Citadel was an interesting place in formative years of my life. It was a very tough place, a harsh place. I went

there overweight, I went there weighing probably 260 pounds and my corporal and 1st Sergeant of the company I was in took personal pride in reducing my body to half of that. They really decided that I probably needed to weigh about 180, so I left the Citadel four years later weighing 180 but most of that went in the first year. It was rigorous, it developed personal discipline, time management and in my case it developed everything that one needs to be successful in life with the exception of academic appreciation. I flunked a bunch of things at the Citadel. I changed majors from Civil Engineering which I had taken just because my father was a Civil Engineer for which I had no aptitude whatsoever and after having failed a plebe drawing and Calculus I decided this was not going to be for me. I changed to English and did fine in English but I had gotten so far behind in the class in terms of quality points and what not but I graduated from the Citadel on time with two quality points to spare. I figured that was overkill, I mean two whole points, but I had no idea that I was going to graduate. I didn't even buy invitations to graduation and told my parents that I wasn't going to make it so when I called them and told them I was and to change their plans and come up, I was going to be there, it was quite an experience for us all. My father got to see me graduate and I took a job the summer after I graduated for 60 days before I came on active duty as the fellow running the tennis programs at the summer camp for boys that they run there, Mark Clark Summer Camp. I got pneumonia while I was doing that. I was teaching on a 110 degree court then, I'd go in the air conditioning to string rackets and went home for about two weeks the summer of 1963 flat on my back in my bed in my parents' home. My dad sat there next to

the bed and we just talked for about two weeks, then I went off to the Basic Course. While I was in the Basic Course my father died from his heart condition. So I had a good time with him that summer. The Citadel -- it's hard to talk about the Citadel -- I now sit on the advisory board to the board of visitors. I run some of the scholarship programs, I've been the graduation speaker for the graduation, I've been "Greater Issues" speaker for the school. I helped choose the last president. They actually graciously asked if I was interested in the Presidency; I was on active duty at the time so I had to turn that down. So I'm pretty well meshed in the Citadel's management I'd suspect you'd call it, and I've had the time and I've had the responsibility as I've written about the Citadel and various things, to think about what it meant to me. It was the great influence I suspect in my life in driving me toward being a Soldier because I found as the years went by that I really enjoyed the discipline of the life, the opportunity to lead the business of conducting operations and the physical part of the life there. I played tennis. I was about 9th or 10th on a six-man tennis team so I was a very good practice guy. The tennis team is -- that's not as bad as it sounds because the tennis team won the Southern Conference while I was there and they had some fellows that are still wonderful tennis players -- but I was the guy they would send out to emulate an opponent so I could _____ the stuff. I enjoyed it a lot. Years and years later when I attended a reunion there the tennis coach said, "You know I never had anybody that worked any harder than you did," fortunately you didn't add the second part which would have been and got no further than you. So be that as it may I enjoyed it had a great time with it. It

didn't bother me that I didn't play in the matches, it just wasn't terribly important. I made some life-long friends at the Citadel as you normally do in a setting of that sort.

INTERVIEWER: Any that you later served with, sir?

GEN HARTZOG: Oh yes, quite a few within the company that I was assigned to. For the first three years we had three retired colonels, three fellows that made it to colonel and retired and I served with each of them at various times. I have a college classmate, I'm the only four-star active duty guy they've ever had at the Citadel. They had one other fellow, a Marine general back in the 1930s who received a tombstone promotion to four stars, custom sort of a posthumous promotion but he wasn't on active duty as a four star. Except for a classmate of mine, I have a college classmate who was the chairman of the Joint Chiefs of Staff of the Royal Thai Forces. He was an exchange student, a great Soldier. His name is Choc Chi Hung Stong, Jack we called him. I don't know how you got Jack out of all that. I had a chance to visit him in Thailand a couple of times, and in later years when we were both serving, it was a lot of fun. He was a terrific cadet and a terrific Soldier. I guess what I'd really say about the Citadel is that it produces microcosms of life's problems. It tests your courage and your integrity, your stamina, your abilities to execute hard problems, to study, to do whatever is necessary to survive in the Citadel life. Those are microcosms of life's issues, so when you get to the same point in life you've already done this once or twice and you already fought your way through what's

important and how to do it. So I normally tell the cadets that go to the Citadel who ask me, "You'll live all of life's problems at least once here." So it lets you leave there with a good deal of confidence and a good deal of comfort that you can handle whatever life's got going for you. I wanted to be a Soldier. I guess I determined that sometime while I was at the Citadel. I don't know why I determined that I got a Reserve commission from the Citadel as a two-year OBV [obligated volunteer]. I didn't have good enough grades to be a distinguished military graduate and get a regular commission so I went in the Army as a Reservist for two years and my first orders were to Korea. This was pre-Vietnam era stuff and when my father died they decided not to send me to Korea, they left me assigned to Fort Benning, so I started my military career as a 2nd lieutenant of Infantry at Fort Benning, Georgia.

INTERVIEWER: Was infantry your first choice?

GEN HARTZOG: Infantry was my only choice. I put it down three times. I wanted to be a paratrooper. I wanted to be an Airborne Infantryman. I don't know why, I guess it sounded like the right thing to do. So I went to airborne school. I had gotten through two thirds of basic when my father died. I went home for the funeral and spent a week setting up the family business and all that sort of stuff. When I came back the basic course had already passed me by, so I finished with the next course through, finished the last two weeks of it, the next course through and then went to airborne school. I was in airborne school when President Kennedy was killed. I remember being on alert for a week or so during that business, we didn't have a

clue why we were on alert and I suspect in retrospect, I still don't really know, but at any rate we were. I remember seeing the black and white television pictures of his funeral on a TV in the day room of the airborne battalion at Fort Benning, we were all huddled in there. In fact the day that he was actually shot I made a parachute jump and was walking off the drop zone when I heard the news about him being killed. That's one of those events where you catalog it in your history and everybody knows where they were when that occurred and so forth.

INTERVIEWER: I think we've had a good discussion on the childhood and education portion. We kind of jumped now to your lieutenant and captain years. You talked a little bit about how you became an infantry officer, the next question is during this period of time as a young second lieutenant, what were your career expectations and what did you then consider to be a successful career?

GEN HARTZOG: I didn't think probably two seconds about a career, the notion of a career had never crossed my mind. I had no idea what I wanted to do with my life except that I liked the military business. I didn't know what the military was really like, all I knew was about cadets and what cadets did. I didn't know anything about war, nothing about the difficulties of being an officer in a military unit. I thought I wanted to be a paratrooper and an infantryman because it sounded like the toughest thing. You know I was influenced by TAC officers and what not just like anyone else, and the best of our TAC officers were infantry officers. Consequently I thought that was what you were supposed to do. The Commandant of Cadets at the

time was General McCaffrey who is General Barry McCaffrey's father. William McCaffrey is still alive, he was a three star general ultimately but he was a colonel at the time, very persuasive in his speech, quite a model. We had a number of very good TAC officers who were very successful later in life, so all those things led to my wanting to be a military officer. The best of them were all paratroopers and that was the "in thing" at the time so I said I'd really like to be one of those and I was one of those. I made my last jump when I was 50 years old.

[End Tape H-674, Side 1]

[Begin Tape H-674, Side 2]

INTERVIEWER: This begins tape number one, side two of interview number one with General Hartzog conducted on 26 April 2004. General, you attended the Infantry Officer's Basic Course in 1963 at Fort Benning, Georgia, what was your experience there? What was your assessment of the curriculum and training that you received and has that assessment changed since then?

GEN HARTZOG: Well, the Infantry Officer Basic Course was several months long, I don't recall whether it was six weeks or nine weeks but I was in a class with other ROTC folks. We had a few West Pointers that had somehow not gotten in the previous class, which was basically the West Point class, none of that bothered me at the time. The basic course was a combination of classroom instruction and field instruction, more classroom than field as matter of fact. I recall the cattle cars, marching or running to class, the major building that has become the infantry

school, it was not there at the time so most of our classes were in World War II wooden buildings. I remember that the instructors were captains basically and were very good. A lot of them were Korean War veterans. I didn't have any frame of reference with which to judge that course so I suspect it did what they wanted it to do. I had no career expectations. I don't think as a 2nd lieutenant many folks think about their career and if they do, that's not a very healthy preoccupation at the time. I had a friend who had bought a set of brigadier general stars as a 2nd lieutenant and would tell anyone that wanted to listen that that's where he was headed. I thought that was a stupid notion at the time and do so today. He retired as a colonel by the way, a very talented fellow but he just had a streak of careerism that didn't serve him well. What was preached to us at that time was that if you attained the rank of lieutenant colonel, and you were a very good person, and didn't bolo in your leadership tasks, then you would have had a successful career. I don't remember that impressing much of anybody because none of us really cared, as a 2nd lieutenant, how far we went or what we did. I think probably what stuck in my mind was that if you commanded you were supposed to be good at it, you were not supposed to be an unsuccessful commander. My first duty assignment was what I had asked for. This was 1963, Vietnam was a place with a few advisors. Korea was as close to wartime or combat situation as existed. I asked for Korea, I got assigned to Korea and as I mentioned in the earlier side of this tape, my father died during that period of time so my orders were changed and I was assigned to Fort Benning, Georgia. My first duty assignment at Fort Benning, Georgia, was somebody in the personnel section assigned me

to the Headquarters and Headquarters Company of the Student Brigade. They needed an executive officer at the time this was a file cabinet company where all the records for everyone were kept. The company itself was quartered in the old quarters on the main post at Fort Benning. I had a company commander who was a World War II veteran captain, which tells you something. He had never had an exec, didn't know what to do with an exec and I certainly didn't know what an exec's job was. There was no one there to teach me except the 1st Sergeant who was also a World War II veteran. I languished there for four or five months as a duty officer. I inspected latrines and put together the duty rosters, I didn't learn an awful lot about the Army. I learned a pretty good bit about hotel management, it seemed to me, and I knew that wasn't what the infantry was about, so there was an opportunity to be interviewed for OCS to be a TAC officer there. They took in two officers that were non-OCS graduates per cycle into the business so I interviewed for that. I got my company commander's permission. I went for the interview and I was selected as one of the TAC officers for OCS and I did several cycles of that -- a very tough job. This was a time when the average grade of the candidate in OCS was about an E6. I had some E7s in my platoon. I had one man that had been a warrant officer and wanted to be a commissioned officer, this was their only chance in life to change their status and to move from non-commissioned to commissioned ranks. It was six months long, it was a very difficult course. I generally got to work about six o'clock in the morning and I finished somewhere between ten and midnight because you did the day's work and then you did all your counseling in the evening or you were in the field for the evening. We

ran everywhere; they didn't use cattle cars or buses. If you were within three miles you ran to wherever it was so you stayed in excellent physical shape just by surviving. I was very, very proud of that time of service. I learned a great, great deal about having to study about what the Army was about. One of my classes was essentially on graduation sent to the 1st Cavalry Division, which was then the 11th Air Assault Division, so if you saw the movie, "We were Soldiers Once and Young," or read the book or what not, a lot of those lieutenants in that outfit were people that I was associated with in OCS. I can remember one Lieutenant Taft, who was killed in that battle, he was trying to lead some troops across an open ditch and he was ambushed in the ditch. He was one of my candidates. Interestingly both of those classes still have reunions today and I'm going this year. I haven't been able to go to one but I've already signed up and said I was going. I hope I recognize one or two of them anyway.

INTERVIEWER: Anything else from the Fort Benning years?

GEN HARTZOG: Yes, I ran into a very formative man in my life, my first battalion commander at the OCS battalion, Colonel Robert Nett. He was a Medal of Honor winner from Leyte Gulf in the Philippines. We affectionately called him "Pappy". He's still alive and still in reasonably good shape, in his early 80s I suspect now. He still speaks to candidates and does a presentation or two at Fort Benning for youngsters about what it takes to be an officer. I got to be his adjutant, I was selected out of the OCS folks to be his adjutant and did that and really thought I was terrific. He and his wife are longtime mentors and

friends. After serving at OCS for a couple of years I was ready. I had an opportunity to understand what was happening in Vietnam so I sent in a volunteer statement to go to Vietnam and I got word back that you had to serve in a troop unit for six months before you went to Vietnam in those days. So I said, "Fine." I called them and said, "Request assignment to troop unit anywhere in the world for x period of time before I go to Vietnam." So I spent the year of 1966 at Fort Kobbe in Panama in the 3rd Battalion of the 508th Airborne. I was a 1st lieutenant platoon leader, a rifle company executive officer, a headquarters company executive officer and the S3 air in that period of time. Panama had a brigade of three battalions, a mech battalion, light battalion, and airborne battalion. Airborne battalion was a strike force for Latin America and was inspected frequently by then Strike Command, which later became Readiness Command, which became the RDJTF, which became the CENTCOM headquarters, but in those days it had a worldwide responsibility. In 1966, I was in Panama, interestingly enough I had three tours in Panama over the years. I later commanded that battalion and then I commanded the Army forces there at some later time -- we'll get to that. It was a very good preparation for Vietnam. It was the jungle. It was in a time when we were out in the jungle a great deal some pretty tough training. The quality of the Soldiers were superb. A lot of them had already been to Vietnam as advisors and had returned, some had not. After a year and a half there I got assigned to Vietnam just as a replacement and no particular division or anything else, and I went to Vietnam in 1967, the first time. You go to Pan Son Nhut, Camp A was the repo depot and they issued you a sheet of paper that said you belonged

to x and I was assigned to the 25th Division, whose headquarters were at Cu Chi, so I took a duce and a half truck and flak jacket and a rifle that they issued me. I went to Cu Chi which was about 100 miles inside the country and reported into the depot and they said, "We normally send you guys to what's called the Lighting Ambush Academy to learn a little bit about Vietnam and go out on a local patrol and stuff like that but your battalion that you're going to is in the midst of a big operation and you're going to go join them directly." Hot dam, I was really excited! So we flew to a place called War Zone C in the Western part of the center of the country, almost to the Cambodian border and I joined the battalion there and reported to the battalion commander. He said, "I don't have a job for you." I said, "Sir, I've been assigned here, surely you got something I could do." He said, "Well, I don't know what it means but you can be the S-5 if you want, whatever that is." The answer was that I was the S-5 for about three weeks, two weeks maybe, and that was some sort of civil affairs job. I put in a couple of wells, threw a couple of packages of leaflets out of a plane. At that time I didn't have a clue what civil-military operations were about and again, no one told me. Then after that he said, "You can be the third assistant battalion S-3. We have two already or you can be the battalion adjutant." I said, "Well, I believe I'd rather be the battalion adjutant. I've been an adjutant, I know a little something about it." He said, "Well, that person is also the commander of the base camp at Cu Chi not with the battalion." I said, "Well, that's the commander of something, I guess I'll go do it." So I spent about three months as the battalion adjutant commanding the bunker line

at night and writing letters to next of kin and all that sort of stuff. One of the jobs I had was to go to the field hospital whenever our unit was in a fight and pick up the clothing and the weapons and personal accouterments for next of kin and all that sort of stuff from our wounded or killed. I was there one night doing all that and we had a big fight, I mean a lot of people coming in there, just a huge fight. Charlie Company Commander got all of the dust off and came into the MED vac and I was helping move bodies around and whatever you do there and he said, "You got to get on the next dust off and go back out to the field." I said, "Why?" And he said, "Well, I just got relieved and you're the new company commander. The battalion commander said for me to give you this CAR-15 rifle," it was a mini M16 "and for you to get on the plane and go back out." I said, "Okay." So I rode back to the field and that's how I got to be a company commander of Charlie Company 4th of the 23rd. I stayed with that I guess a little over six months. We fought a lot of places. I was a mech company commander, I had 113's. I had sixteen of them if they all ran. I never had more than about 12 running at any one time or in one piece. I was attached to a section of tanks for a while. I had part of a flame platoon for a while. I had at one time ten Rome Plows, which are D-7 bulldozers with big curved blade on it that cut down the jungle. We fought in the Phu Hoy rubber plantation, Bellieu Woods, the Michelin Rubber Plantation and War Zone C to the border. I was there for TET of 1968. When I left the company I became a battalion S-2, an Intel officer. I didn't know a thing about Intel, it was another one of those S-5 kind of jobs, what do I do now? I learned rapidly what was expected of me and about that time the battalion S-3 was

taken ill with a disease of some sort, a tropical disease, so I became the battalion S-3 for a while and that's what I was doing during TET of 1968. Once you've been a company commander in that war you knew a lot about how to fight in that operation if you'd done it for any length of time, so being a battalion 3 was not a terrible stretch. It was a lot tougher being an S-2 and an Intel officer than it was to be an operator. Battalion S-3 flew through the air in a helicopter most of the time in that war and arranged the air support and indirect fires and things that people on the ground needed.

INTERVIEWER: So do you have any comments about your command style as the company commander during this time in combat? Were you thinking about things like that?

GEN HARTZOG: No I was thinking about not getting people killed achieving the objectives I was told to take. I was thinking about getting up enough courage so that when you got into a fight I went forward instead of backwards. I started out very aggressive, I started out riding in the front of the formation in attacks. By the end of the tour I had gotten back behind the 1st Platoon. Some of it was just I got tired, I got beat-up, most of it I think honestly was you can't command from the front of things if you can't see the battlefield and do a little decision making. It's very hard even in the infantry to get yourself out on the point and think you know what everything looks like and how to maneuver forces. My battalion commander thought I was pretty tired. He thought I was wiped. At a certain period of time he sent the battalion exec out and said, "Tell him he's changing

command tomorrow and that he's going to Taiwan for a R&R [rest and relaxation]." I of course said, "No, no, I can't do that." Ends up I did that and went to Taiwan. What I learned out of that I guess was that you are one of the poorest judges of how good you are and what combat fatigue has done to you. Somebody else has to tell you that, you can't tell yourself that. I never had more than two officer platoon leaders at a time. I had one platoon that I had a sergeant in most of the time and I would have rather had him than any platoon leader I know. Your real task was keeping your platoon leaders alive long enough for them to learn how to be combat platoon leaders. I lost one killed in a mortar attack one night. I had nine people killed in my company that are on the wall.

INTERVIEWER: When you say on the wall, sir?

GEN HARTZOG: The Vietnam Wall.

INTERVIEWER: Any comments on the quality of the Soldiers and the NCOs at this time?

GEN HARTZOG: The Soldiers were terrific; they weren't nearly as professional as the fellows we have today. They weren't nearly as bright as the fellows we have today but they were good people. They would do whatever you told them to do instantly. I never had a discipline problem. I didn't issue one Article 15 while I was there that I recall. I certainly didn't put anybody in jail. I never had anybody refuse an order and I didn't have any drug problems in 1967-68 in my outfit, that's when I was company commander. We thought we were doing good stuff. We

thought we were doing what we were being asked to do. The mech outfits didn't have a home base so we were expected to learn how to live within our vehicles. We traveled great distances. We were used as a fire brigade to attack at the front of things. I was the lead company in two division attacks. Just kind of got accustomed to it, I didn't think it was anything unusual, nothing different and I learned a lot about leadership. I learned a great deal in the combat situation about how to motivate folks. The clearer the picture is of what it is you want them to do and the more they understand what success is, the more effective they'll be so if you can paint a really good picture of what you want the aftermath of the battle to look like. I don't want a single living soul breathing or I want nothing but smoking holes or I'd like to have 12-15 prisoners or we can't shoot until somebody shoots us. You know you just have to really describe what it is that you want to everybody and then everybody in combat needs to know that you're not going to leave them, that you will go wherever you have to go to ensure that they continue to be part of the unit whether they are alive, wounded, dead, it doesn't make a difference. That's mainly important to people at war that they are part of a unit and not isolated. The other thing I learned is you have to train while you are fighting and it's tough because this was pre "the training revolution", we didn't know much about training in those days as it turns out, but you have to be very good at generating or merging training into the fighting. If you know you are going to go from point A to point B and there is a high probability you won't get into a firefight when you're doing that, then inside that movement you have to plan reaction to ambushes and other things that help you

build your outfit. You only had about six months to do it, not very many company commanders got a chance to command much longer than that and frankly that was plenty because by that time you were pretty well washed. You began to see three trees when there wasn't but one there and you'd been up for six months straight practically. I slept in either a foxhole if I was with the tracks, or rice paddy and water up to my neck if I wasn't. By the end of six months I was pretty well bleary eyed.

INTERVIEWER: Were there any particular superiors or leaders that you'd care to mention during this period of your life?

GEN HARTZOG: As a rifle company commander in that timeframe you didn't see a lot of folks. If you saw your battalion commander once a week you were lucky. I had several battalion commanders and they were all good in their sense. I had one named Tom Ware, he was on his second Vietnam tour and I think later he commanded a brigade in the 101st. He knew a lot about Vietnam and I liked him and got along well with him so I think he was a pretty sound fellow. The last commander I had, had been an engineer and he'd gone to the division commander and said, "Look, you don't have anybody any better than me so why don't you give me this mech battalion over here and I'll go cut down trees with it." He was a great engineer commander. He didn't know a lot about the infantry and had to learn a good bit of it but I was quite satisfied with him. I don't even remember who the division commander was. I probably saw him once or heard his name or something but I don't recall it. The brigade commander I met one time,

which was kind of interesting. He flew into my company one night right at dusk -- we were out in the boondocks and we took some mortar rounds so he decided he was going to spend the night. So he let the helicopter leave and we got into a heck of a firefight that night so he spent the night crawling around from place to place with me and living in a foxhole, you know and getting shot up every few minutes. Years thereafter I thought it was kind of humorous because he became the chief of staff at West Point and I was there as an instructor when he was the chief. So every time he'd have a social gathering he'd invite me and I was his token combat infantryman and the stories he told of that night got bigger and bigger and bigger. I remember it as just a long night with a lot of shooting and a lot of mud and a lot of lousy stuff, but it got bigger and bigger in his memory.

INTERVIEWER: Did you have anyone you considered a mentor during this part of your life?

GEN HARTZOG: Well, the biggest mentor I had was Colonel Nett. He is the one that took time to stop and teach people how to do things and cared about you and helped you grow and develop, but as a company commander nobody took the time to do any sort of mentoring. You sort of learned from experience in the place I was.

INTERVIEWER: Probably wasn't a term that was thrown around a lot. Was it at all?

GEN HARTZOG: I don't think I ever heard it in that timeframe. It was precisely what Colonel Nett was in the

classic sense of teacher, friend, benevolent uncle, humahuma, you know he really had it wired. He knew how to do that and still does today. No, I don't think I had a senior see me in that timeframe. You became a close friend with your LO [liaison officer], you became a close friend with your 1st sergeant, you didn't even become super close friends with your exec because he probably was in the rear somewhere sending ammunition to you. I probably didn't learn as much from and mentoring from that experience as I could have, had I had a different set up. I went back from that business to Fort Benning. I had three months before I was to go to the career course, so I took a 3-month temporary job as the assistant S-3 of the OCS brigade. It had grown from a battalion to brigade at this point. This was in 1968. Interestingly, the riots in Washington, DC were going on at the time and the 197th Brigade had deployed to Washington on riot control duty and the problem was expanding so they pulled together a ERSATZ Brigade down at the airfield at Fort Benning out of OCS candidates, NCO school folks and "strap hangers" like me that were snowbirds or whatever waiting around for a class to begin. If you had been a rifle company commander in Vietnam you were assigned as a platoon leader in this brigade that was being slung together. So I spent a week doing this kind of thing and helping them to organize that and train and what not then I spent several months in the staff and began the Advance Course in August of that year which lasted nine months until June of 1969.

[End Tape H-647, Side 2]

[Begin Tape H-648, Side 1]

INTERVIEWER: This begins tape two, side one of interview number one with General William W. Hartzog conducted on 26 April 2004. General, you were talking about your time at Fort Benning during the Advanced Course.

GEN HARTZOG: Yes, it was an interesting time in that all of my classmates had been to Vietnam at least once, some twice. I think we had one officer in the entire course who had not been to Vietnam, a good bit of the faculty had not been to Vietnam so we were being taught by folks that hadn't experienced what we had experienced. Sometimes it made sense and they were good enough to pull it off and a lot of the times it didn't make sense because they didn't know what they were talking about. The books, the manuals had not caught up with the realities of that kind of battlefield so it's kind of an interesting advanced course. I think most of us viewed it as an opportunity to play a lot of golf if you were single or be with your family if you were married, at least I certainly did. It was the last time I had a chance to play golf regularly. I played a little tennis. That was during that time I tore up a rotator cuff and haven't played much tennis since, there's too much pain involved with it. But I remember at the end of the Advanced Course when the folks came from the personnel center in Washington and stood up on the stage and said, "If you've been to Vietnam once you're going again, if you haven't been there, you're going." So it was just pretty much everybody was going to Vietnam. They did say if you wanted to volunteer for Vietnam you could have a chance of getting to an American unit if you didn't want to be an advisor. I hadn't taken any of the Vietnamese language courses, I didn't know much about being an advisor

so I volunteered for Vietnam and put down USARV [U.S. Army Vietnam] to see if I could go to another division. I remember at the end of that course they came one day and they had the flimsy they were handing out for assignments. I got mine and I just glanced at it, I thought it said USARV and I said, "Hot dang, I'm going to get to go back to an American unit." My desk mate was a college classmate of mine named Tom Brett and Tom said, "Let me see that thing." So he looked at it and he said, "Well you stupid dufuss, you're not going to USARV, this says USMA." I said, "What does that mean?" He says, "That's the United States Military Academy. You're going to go to West Point." I said, "Now wait a minute, let's get this right here. I didn't go to West Point, I went to the Citadel. I don't have a master's degree, what am I going to do at West Point?" So at any rate after getting all that straightened out I went to West Point in the summer of 1969 and they really didn't know what to do with me at West Point. I arrived there in the summer time, reported to the commandant's department and they said, "You're going to be in the office of military instruction, you're going to teach tactics. And we don't care that you didn't go to school here or you don't have a master's degree." So I went there and they said, "Well, we don't have anything for you to do this summer, we're going to send you out to Buckner and you get to teach patrolling for the summer." Okay that I knew how to do, so I went to Camp Buckner and I taught patrolling for the summer and it was fine. I knew what I was doing, I was in my element. I had lived in the field for a year or two and I just understood that. At the end of the summer they said, "You're going to take over a plebe history course. Military history introductory

course, we don't know quite what else to do with you." I thought it was terrific because a course needed to be developed. I spent three years developing, teaching that course. I wrote a book to be used in the course; it was just a great deal of fun. After Vietnam I had already decided that I was going to stay in the Army as long as they'd have me. I forgot to mention about 1st lieutenant. I decided I wanted to be a Regular Army officer so when I was in the 3rd Battalion of the 508th I put in for a Regular commission. I was accepted and integrated into the Regular Army and at some time they back dated my Regular Army commission to the day I was commissioned so for whatever reason I was a Regular Army officer from the day I graduated retroactively.

INTERVIEWER: Did you have any thoughts on what you would consider or what was considered a successful career at that time?

GEN HARTZOG: I think it was a "Floating Scale". I was usually about a grade away from where I thought I really wanted to be. By the time I got to be a captain I figured if I made it to major and didn't embarrass myself I'd be fine. At that point when I became a major it no longer had to do with rank. I wanted to command a battalion and then after I did that I said "I think I could run a brigade." After I ran a brigade I really wanted to command a division. It all had to do with command, it didn't have to do with rank. I was fascinated with command of units, I just really enjoyed every opportunity to do that. Let's go back to West Point, the fall of 1969, end of the school year, faculty members have to go to football games and

other sorts of social things and I had been dating a lot of different people through my life, but no special person. I was in an office with a Marine Corps Exchange officer and his wife was a teacher at the local school and a bit of a "setter upper" kind of a lady. So she got all the single teachers in the elementary school at West Point and then put their names on a list and sent it in with her husband and said, "Give this list around to all the bachelors in your department and see if any of them are interested." I was sharing a room with this Tom Brett, my tablemate at the Advanced Course who had also been assigned at USMA. By the way, he is probably my closest lifelong friend. He lives in Washington, he's retired. We had dinner with him Saturday night. We have dinner most weekends. He is divorced now but his former wife and my wife were close friends and so forth. Anyhow I took this list back and I said, "Tom, here is a list, what do you want to do?" He said, "Well, let's put it up I'll start at the top, you start at the bottom." He went through most of that list and I never got past the last lady on the list. We got married about half a year later in November, 1970. We knew each other about a year and we were married at West Point in the Cadet Chapel. She was teaching the third grade at West Point and I was teaching cadets. We sometimes thought it was about the same thing.

INTERVIEWER: Her maiden name?

GEN HARTZOG: Her maiden name was Roberta Fitton. She had gone to West Point to prep for a year before she was going to Germany in the DoD school system. They had the same sort of deal -- you had to go teach somewhere in the U.S.

for a year and her brother was a cadet so I think the parents sent her to kind of watch over him, plus she got a job there teaching in that system so she was there. I never did get to Germany. I told her, "Marry me, I'll take you to Germany," and I never got there. Spent three years at West Point, we had a wonderful time, terrific time. I was a runner in those days and she would ride a bike. I would run at about the same pace as she rode so we just had a wonderful time. Lived on post, did all kinds of things there and then it was getting to the end of the thing and I hadn't been with the troops in 100,000 years so I called -- this was the 1971-72 time frame -- the branch and said, "How about sending me to Korea? I'd like to get to the troops and that's the way to do it." They said, "No, we need you in Vietnam again." I said, "There aren't any American units in Vietnam." They said, "Right, that's it, you are going to be an advisor." Okay so 1972 I went back to Vietnam, spent a year in a sector of the staff there that was associated or affiliated with the Vietnamese Rangers. We did advisory stuff for the Ranger high command then as the thing shrunk and shrunk I became the duty briefer for General Weyand. He was the COMUSMACV [Commander, U.S. Military Assistant Command, Vietnam] and also became the duty tennis player for him. About twice a week he would say, "Let's go play tennis," and we'd go out in Tan Son Nhut and they'd ring one of the courts with a bunch of MPs and we'd play tennis for a while. He was a terrific tennis player and just a wonderful gentleman. I have a letter from him somewhere in this stack of stuff here. He is in his 80s now but just a brilliant guy. A life long friend. I was a major you know and I was no threat to him at all. We played about equal tennis. I was

30 years old and he was about 55. There were some days I couldn't beat him. My shoulder wasn't very good and certainly never healed so I was two-thirds of what I had been as a tennis player. The end of the war Mr. Nixon sent him a request that said, "How long do you think the Vietnamese will last without full support from the United States?" You know we were taking forces out at the time and all that and he had to do an assessment of that. One day we were playing tennis and he said, "Why don't you write up an answer to this?" He handed it to me so I got to write. It's the first time I really got to do a presidential or higher level thing and he actually, I think used one or two words I had in the thing, before it was all over. I felt pretty good about that but I had to think through a National level issue, a large-scale issue. I stayed until April 1973. I got on the very last plane in the airlift out of Vietnam. We drove a jeep to Camp Alpha, cut off the engine, got out and left it, went to the mess hall there were about 40 plus people in the mess hall. We watched the Vietnamese break in the door and cart away a lot of the pots and pans and all that sort of thing. We got out on a 747 and flew home and the Austrian crew took all the food and put it in one galley and made a big buffet and said, "Help yourself." I slept through it I was too tired to eat the food but it was an interesting time. I got to California, it was really interesting. It was just a blank empty airport and we got there about six one morning as I recall there was nobody, neither protestors nor supporters, it was just empty. I remember that impressing me how stark and blank the place was. _____ we finished all that and mentors in that timeframe yes, I had General Weyand who was a real influence.

Briefing him, listening to his discussions with leaders, I got to brief Mr. Kissinger when he came through other folks.

INTERVIEWER: A lot of high-level folks in the government.

GEN HARTZOG: Yes it really was and being in CONUS _____ circle there you got to listen to him talk to people and watch how he maneuvered and managed things - it was an education. Later I was in the Marine Command and Staff College and he had gone back to Hawaii to be the U.S. Army Pacific Commander, which was a four-star billet at the time, and then he was going to retire. General Abrams prevailed upon him to become the Vice back in Washington so he said, "Okay, I'll come do it." Then Abrams got sick and died so he became the Chief and when he was the Chief I got a call from his office one day. He said, "He'd like you to come up here and talk over an issue with him." I went up there and he said, "Would you like to be my aide?" I said, "I'm overwhelmed with the honor of your request but I really want to go back to the troops. I haven't been with the troops in 100,000 years and I'd really like to do that." He said, "I understand that." I had a chance to be the Chief's aide and turned it down at one time. And I've often thought about it because it would have been a heck of an education being with the Chief and watching what the Chief did and how he functioned and so forth. Got back from Vietnam in April 1973 and I had been assigned to the 1973-74 class at the Marine Command and Staff College.

INTERVIEWER: Did you request that?

GEN HARTZOG: No, it just came out of nowhere. In fact, I kind of wanted to go to Leavenworth but you can't be picky, you know when they said would you do this, you know you have only one choice and I said, "Sure." But I had from April until August to do something. My wife had stayed in Jacksonville, Florida, with my mother and we had no children at the time so the MILPERCEN guys said, "We have a special task we'd like you to take for three or four months." And I said, "Oh hell, I'm going back to Vietnam, I just got off the plane." I said, "Okay whatever it was." Then I reported to Atlanta, Georgia, to the Regional Recruiting Command Headquarters and they said, "We'd like you to be an investigating officer for recruiter crimes and malpractices in the Southeastern United States for a couple or three months and during that time you will serve as a battalion executive officer for one of the recruiting main stations in Jacksonville." And so I did that job. I was the exec to a lieutenant colonel there and during that time when a case came up I'd be the investigator for the case. We had a couple of captains that were running a gun sales thing on the side and they faked the theft of you know that kind of stuff and then occasionally there would be somebody that was running a diploma mill for a high school to get graduates and they'd have me go investigate that, so I spent three months in Jacksonville just doing this kind of investigatory work. My area ran from Blackshear, Georgia to I guess 80 miles Southwest of Jacksonville, Florida, an interesting place, an interesting time, and an interesting duty. But at the time this was before the modern volunteer Army, this was when you really had to hustle to make numbers and on the bad side of it there were a lot of people that had homesteaded. A lot of NCOs and captains

that had homesteaded as recruiters in certain areas for a long time and that had really produced some bad practices. I mean they'd sell a lot of things other than the opportunities to serve in those places and you had to sort of work at cleaning that out. I went to the Marine Command and Staff College at Quantico. John Tilelli and I were in the same course, we had a great time. I think there were about six or seven Army folks in the course. They had two infantrymen; Craig Hagan was the other infantryman, he retired as a two star. John Tilelli was the armor guy, he was a four star. I have forgotten most of the other folks but I had a terrific year. We just had a great time learning about another service, the difference in the theory and doctrine and the life styles. I remember the first day I went there they issued me a huge stack of red and yellow running shorts and they had a schedule that had 11:00 to 1:00 listed as lunch. I was still a basketball player at the time and I played on the college team. Then I made the Marine Corps team for the East Coast. I tried out for that and made that team and practiced with them for about two weeks and then they wanted to practice every day for two or three hours. I couldn't do that and be in college at the same time so I dropped off that team.

INTERVIEWER: Was this really your first joint experience?

GEN HARTZOG: Well, it might be headquarters, it was a joint headquarters but it's the first time I really looked at other services in any depth.

INTERVIEWER: This is before the age of Goldwater-Nichols?

GEN HARTZOG: Yep. So I did the Marine Corps and during that time interestingly enough, I had an interesting physical problem, I lost 30-40 pounds in about two months and I was playing a lot of basketball so I attributed it to that. But I had a lot of symptoms that were disconcerting and subsequently ultimately I was diagnosed with Graves Disease, which is a thyroid problem, and I was treated at Bethesda Naval Hospital. It's the same disease that President Bush the elder has and Mrs. Bush, and his dog, oddly enough. It's an over active thyroid and they treat it with radioactive iodine and they just destroy part of it. So I went through all of that while I was in the Marine Command and Staff College. Then the next year, 1974, when I was at West Point I had gone to night school at Columbia two or three nights a week for three years and I had 30 hours of Master's credit in psychology built up and I normally needed six hours. I needed a practicum to finish the grade. So in 1974 I went back to Columbia on a visit and tried to work all that out and the program that I had been in had turned into a direct doctoral program and so to finish the doctorate in that program I would have needed not only the six credit hours or Practicum, but about another year's worth of class work. So I went to MILPERCEN and said, "Okay, here it is, I got 30 hours. You told me to go do this on my own time while I was teaching and it'd be good. I did. I need this, what can you do?" They said, "Nothing, you're just not going to get that." I said, "You know you got programs at Leavenworth for people that come close and at Carlisle." They said, "Yes we do, if you can get it down to one summer and one semester, one fall semester with somebody, we will send you to do that." Well after rummaging, I found Appalachian State University,

Boone, North Carolina, who would take the credits and I spent the summer of 1974 and the fall quarter at Boone, North Carolina, so I finished my Master's that way. Thirty hours of it at Columbia and about twelve hours at Appalachian but the degree is from Appalachian, and to be brutally honest the education at Appalachian was every bit as good as it was at Columbia. Columbia was robes and Appalachian was Levis and t-shirts but the education was good. So I finished that and finally beat my way back into the troops with the 1st Division at Fort Riley, Kansas. My wife was pregnant during the move from Boone to Riley. She had some physical problems and we lost that baby before it was born just after we got out to Fort Riley.

INTERVIEWER: So they assigned you as an assistant G-3 officer?

GEN HARTZOG: Yes, I was a plans officer when I first got out there. I was a major in the G-3 shop and worked for a fellow who retired as a Lieutenant General, Jerry Bartlett. The division commander was Red Thor, a very tough character. The assistant division commander was "Bullet" Bob Kingston, another tough character. The plans officer there generally wrote plans for REFORGER. That was still in the days of big REFORGER, return to Europe, and when I first got there I wrote a plan that would have gotten me an A plus at the Marine Command and Staff College. It got me about an F minus in the Army because rather than looking for a sailable flanks and stuff like that, I was doing frontal assaults, so I had to go up to Leavenworth and get a little sidebar education with some of the guys up there on orders which I did. It worked out fine. I also was the

ops officer for a while later in that tenure, then we had a major that was in charge of plans and ops. He had about four or five other majors that worked for him, I did that for a while. Then finally I went to the Chief of Staff and said, "Look I'd really like to go up on the hill with the troops. I've done my penance for a year and a half or two, got another year left in the division, how about letting me do that?" He said, "Fine, but you'll have to go find yourself a battalion that will have you though." So I went to the worst battalion in the division, the one that was renounced as being weak and I talked to the battalion commander and said, "I'd really like to be your exec, you're going to lose your exec here shortly. He's leaving and I'd like to be it." He said, "Terrific, I'd love to have that happen." So I went back to the Chief of Staff and said, "Okay I found myself a job, here it is." He said, "Fine, great." I guess about a day before I was supposed to go to the hill to do this I got a direct call from the Chief of Staff and he said, "You're not going to that battalion on the hill, you're going to the 2nd Brigade, the other brigade, and you're going to be the brigade exec." I was a major promotable. I said, "Okay." You know who you're talking to, you're talking to a guy that is not even a lieutenant colonel yet you got three battalions in that brigade. Well, "But the brigade commander wants you to be there." I went to that brigade as the exec. The brigade commander's name was Johnny Johnston who retired as a three star later, a terrific gentleman. I just thought the world of Johnny, I still do. So I'm in the 2nd Brigade, been there about two days, three days maybe, and he relieved a battalion commander for cause and he sent me to command that battalion. I'm still a major promotable and

I'm listed as the exec officer of the tank battalion, 4th of the 63rd Armor, but there is no battalion commander so for the next three months or so I'm the battalion commander for this outfit because there is no battalion commander. Then I went back to the exec's job for another year or so. About two or three months toward the end of that job I had orders to the 3rd of the 5th Infantry in Panama and there, if the brigade commander didn't get relieved, also a wonderful man, but he got caught in a DUI situation and was relieved. The division commander called me in and said, "You're going to command this brigade for three months, do you mind if you get to your battalion a little late?" I said, "No I don't mind at all. I will do whatever you ask me to do." So I commanded the 2nd Brigade of the 1st Division for about three months. I had been the exec for a year and a half but I was junior. I was a lieutenant colonel then but I was junior to all the battalion commanders and you have to get a special dispensation to do that. So I did that for a while, that's how I became a brigade commander. Well I had been a battalion commander of the tank battalion then I was a short time brigade commander and I wanted to command the airborne battalion, the 3rd of the 5th.

[End Tape H-648, side 1]

[Tape H-648, Side 2 Blank]

[Begin Tape H-649, Side 1]

INTERVIEWER: This begins tape number three, side number one, interview number one with General William W. Hartzog conducted on 26 April 2004. General you were talking about your time in 2nd Brigade at Fort Riley, Kansas.

GEN HARTZOG: I met a lot of youngsters in that time who were lieutenants and captains that I sort of linked onto and then observed later in other jobs and other places but I began to see them there. In fact, I had two young fellows who were lieutenants in the tank battalion that I commanded for a while who were later battalion commanders in the 1st Division when I commanded the 1st Division -- so many, many young associations there. Second thing that I really thought I learned a great deal about was division operations. You spend a couple years in a division G-3 shop and the field and in the garrison both you learn a great deal about operations and how to organize things and how to run the support forces for a division, how to maneuver the major units of the division so those were all good things I learned. In 1978 I took command of the 3rd Battalion of 5th Infantry in Panama. It was the same battalion that I had served in as a lieutenant and a young captain. It was at the time an infantry outfit with two heliborne companies, one airborne company and airborne CSC [combat support company] and the headquarters was an airborne headquarters. I got back to commanding paratroopers at the time and they did well. I had a great battalion of very capable, very talented people and had a lot of missions in and around Latin America that were important. The battalion reacted to the Jonestown Massacre or mass suicide in Guyana among other things. I mean it was many of those sorts of missions. In the course of this on a rehearsal for an exercising we were rehearsing parachute operations to go into Nicaragua when Samozza rolled over in 1979. We had done several jumps in a mock up at the place called Rio Hato, one of the training areas. We were making our last jump, which was a night jump, and

we were put down in a field not exactly where we were trying to go and we had a lot of broken bones in that plane that night of which I was one. I broke a leg in the jump landing in a cornfield on a bunch of ditches and arroyos and what not. So I had about six weeks out while a leg mended and I clumped around in a cast for a while as an airborne battalion commander, which was not great fun. I eventually started jumping in the water again and then got back to the dry land jumping as all of that healed. I still have a ten-inch plate and four pins in one leg that hold my leg together but it doesn't seem to bother me so we left it.

INTERVIEWER: What was your assessment of the battalion when you joined it?

GEN HARTZOG: I felt the battalion was very well trained in counter guerilla operations and in jungle operations and in parachute operations. It could assemble for parachute operations, conduct them with great alacrity, could blanket an area with small groups and do counter insurgency work. Didn't have much mission or capabilities in conventional military operations. I thought their command post and command and control business was not as good as it should be but I had terrific people and it didn't take a huge amount of effort to fill out that portfolio of operational needs. I thought it was terrific, I really enjoyed that tour. About half way through the tour I inherited a new boss, General Ken Lure, who became the brigade commander, U.S. Army South Commander. He was a very tough trainer, knew a lot about training theory and was probably the best training theorist, one of the best I ran into during the

course of my career. He was a very tough guy to command for because he had some very strict standards and if you understood those standards and achieved what he wanted to achieve you undoubtedly would have a well-trained outfit. While I didn't understand or appreciate all of this, his leadership style at the time I just decided I was going to try to learn from it and it paid off quite a bit over time. At the end of the command tour I had been selected to go to the War College and I had about six months between the end of the command tour and the beginning of the War College and the only two jobs that were coming open in Panama and I asked the commanding general if he would consider just extending me in command. And he said, "No." From a principle stand point and I said, "Well what do you got for me to do?" And he said, "Well, just report to my office on Monday morning and I'll tell you what you are going to do." So I did that and I found myself as the G-1 DPCA [Director of Personnel and Community Activities] of the command. I was an 1154 so I knew nothing about personnel. As it turned out the job had 800 people that worked for him, mostly on the DPCA side. So I bought tutu's for people to take ballet lessons in. I ran urinalysis for drug problems, I had all sorts of things. I ran the golf courses, I ran the gyms, I ran the recreational areas and I learned another dimension that I would have never understood if I had not been involved in all that for six months and did the best I knew how to do with that. At the end of that time I went rather happily to the Army War College at Carlisle.

INTERVIEWER: Sir, can we back up just a second, do you have any comments on your command philosophy when you were

battalion commander? Any specific things you remember about your philosophy at that time?

GEN HARTZOG: Well, I learned and grew while I was a battalion commander in training theory. My command philosophy was to set very high standards and to achieve those standards but I viewed it as a sort of an in process. Once I got to that higher standard I would sort of start over again on another system or another go around of how to do all that. It didn't make any difference where I was I didn't have a feel for how to run a training assessment to know when I was trained, when I was partially trained, when I wasn't trained and I learned all that in the course of doing it so at the end of that battalion command, thanks in great part to General Lure's tutoring and teaching, I really was a much better trainer. That part of my command capability had matured a goodly bit and it served me well later in a brigade and division command, understanding how to do those things. General Lure had been the first modern Ranger battalion commander when the Rangers were resurrected in the Army and he knew a lot about training from that, and he had studied it. He took the time to teach his subordinates who were willing to listen how to do those things.

INTERVIEWER: Before we leave any comments on the NCOs and the Soldiers at this time? Anything different from what you experienced in Vietnam?

GEN HARTZOG: Yes, the NCOs were far better. By 1978 the fledging parts of the NCOES had been put in place so the noncommissioned officers that I got in the battalion in the

1978-80 timeframe were considerably better trained than the fellows that were in Vietnam. It's not to say the fellows in Vietnam weren't great people, but we had some people that had gone to a noncommissioned officers academy and become NCOs at age 20 and age 19. By the time we got to the 1978-80 timeframe I was getting 25 and 27 year old E-6s that had been Rangers for two years or three years or had come out through the 82nd or somewhere. So the leavening and the maturity and the pure experience was a great deal better. I left Panama and went to the War College at Carlisle, lived in the Smurf Village with the tiny little homes there that everybody seemed to live in. Bill Crouch, an old friend, was on the same street with me. Tom Raime later a three star, same street and the gentleman who is currently the Chairman of the Joint Chiefs of Staff and I were in the same class. He attended the Army War College. When we first got to the War College the commandant was General Merritt and he stood up on the stage and said, "Okay, this is going to be a great year. We have a terrific library, we have great faculty; there will be plenty of time for you to educate yourself or to study something in depth in addition to the strategic outreach that we're going to the school." But he said, "I want to tell you about one item that is nonnegotiable." So we all perked up and he said, "It's Jim Thorpe sports day." He said, "We will win Jim Thorpe sports day." So for all of us who were still good enough to play a sport of some sort, those became our marching orders. I was still strong enough to play basketball with the best of them and I played for the Dean as I recall. We played for the College, then we played in a league that played against some junior colleges in January and February. We played in

the post league in there somewhere against the 20 year olds, and we took about a half month off to let our knees go down, then we started two a day workouts to get ready for Jim Thorpe day and we had a great team and a great time. The Chairman was one of our forwards, I was one of the two centers, we had really good players and it was a double elimination tournament. We played on Friday, we played on Saturday and on Sunday which was supposed to be the last day of the tournament we came out of the winner's bracket and the Air Force came out on the loser's bracket. We met in the afternoon and had we won that we would have won it all. We lost the game by two points so the general said, "We are going to flip a coin; we are going to play another game." So each of us with one loss took a 30 minute time out and then we played another whole game. We had a deeper team than they did so we won. It was important.

INTERVIEWER: Any other memories about the War College, anything about the curriculum at the time?

GEN HARTZOG: Yes, it was a fairly standard introduction to strategic thought except for the electives in the curriculum. The electives you could take sort of whatever you wish and there was not mentorship on what kind of electives for you to take so I took everything that I thought would have something to do with the command business. We got terrific speakers and correct in the electives. We had serving commanders from a variety of different places that would come and talk to us about the issues and problems of the time. And we got a number of really high-ranking folks that would come and populate the

Bliss Hall Auditorium "master bedroom". I was really impressed with the quality of the speakers. Now one thing I wasn't impressed with, I was playing racquetball doubles one day with General Merritt, the Commandant of the College and he was in front and I was in the back of the court, and he turned around just as I hit the ball from a range of about two feet and I disassembled his nose all over his face. So he taped up his nose and thereafter every time I would go in the "master bedroom" for a big presentation, I would get assailed by "General Merritt is the guy that scraped his nose up off the floor and put it across his face," and he has not forgotten that till today, he still tells anybody that will listen about the guy that did that. I remember that, I remember the friends and the friendships of the college. A lot of people there that I had a lot of fun with, I sang in the church choir, enjoyed the friendships, made new friendships many of which I kept today. I would highly recommend Carlisle as a place for anybody to go that's going to spend time in the Army. I've spoken and been associated with the National War College and I don't degrade anyone's going there, but this is about the Army at Carlisle. My wife and I thoroughly enjoyed it. We had a young daughter by this time and a young son. Our daughter was born at Riley, our son in Panama. When we came to the War College the son was six weeks old and in a basket. The daughter was three and a half years old and our household goods went to Puerto Rico instead of Carlisle, Pennsylvania. So we spent six weeks in the basement of a set of quarters with three or four pieces of furniture. We spent our last 69 dollars as I recall buying a black and white TV to entertain us and that's what we did.

INTERVIEWER: Anything else about Carlisle before we move on?

GEN HARTZOG: It was a thoughtful time, there was a time when there was no great pressure but there were opportunities for writing and reading and I thoroughly enjoyed that. I enjoyed sports. It was kind of a Walter Mitty sports environment. It was an opportunity to play with 40 year olds that were just as slow as you were, none of us knew that at the time and it was great fun, an education in every sense of the word.

INTERVIEWER: You mentioned your love of automobiles, I'm sure you got to some of the car shows that were there.

GEN HARTZOG: Absolutely. As an aside I've rebuilt cars throughout my entire life from the 1948 Plymouth forward. I've had a 1960 MGA and a 1963 Triumph and a 1940 Ford Pick-up truck, a 1960 Thunderbird. I just finished a 1963 Spitfire and just bought a 1980 Mercedes 280SL, I'm working on now. I always have a toy of some description. My wife calls it a piece of junk as a description. So we left the War College and came to Washington. I have been told you're going to the staff, go find yourself a job. So I reported to the DCSOPS [Deputy Chief of Staff for Operations] to the exec who I didn't know and said, "I'd like the toughest job you've got for a fellow who's not afraid of working hard as a lieutenant colonel." He sent me down to SS to interview in the war plans business. I interviewed with Pete Taylor, later Lieutenant General Pete Taylor who was a branch chief in War Plans and he says,

"Okay I'll take you." This was a month or two before the end of class and by the time I got there he had been reassigned somewhere and I replaced him as one of the branch chiefs in the war plans division. Then over the next six months or so the new division chief was reassigned and I replaced him as a lieutenant colonel promotable, got so obsessed when he got promoted that I spent two and a half years as Chief of War Plans. I worked for some brilliant folks -- this was in the pre joint days, war plans did all the joint work as well as Army high level planning. I had some terrific folks. I had five generals at one time out of that group that worked there. It was hard work and long hours. I worked for three different DCSOPS, Glenn Otis, Bill Richardson and General McCaffrey. I'm very close to Otis and I was subsequently Bill Richardson's exec so I was obviously very close to him. He works for us here. It was a tough time, tough because I think the DCSOPS took great pride, not the DCSOPS but the office of the DCSOPS and the whole organization took great pride in working longer hours than anybody else. Whether or not that was necessary is to be determined but we somehow thought that was the rite of manhood or whatever. We did a lot of things, we worked on the joint publications, did the inputs for it, we looked at every war plan and graded it. We did major projects like building Third Army, doing the RDJTF stand up, converting it to CENTCOM, all those sorts of things. In those days it came out of that organization. Had a lot of interesting things happen during that time, the three years I was in the zone for brigade command and I was an alternate three years in a row for brigade command. This was in a time when we went to three year commands and then back to two year commands

and flopped around so we only picked about seven brigade commanders a year or something like that. Well, for three years I was in the top 14 colonels in the Army which is pretty heady stuff but I wasn't about to get activated and that was very disappointing to me because as I mentioned to you earlier after I reached a certain level my desires had to do with command, it didn't have to do with grade. I made the colonels list and I was promoted to full colonel and what not but still wanted to command. So I'm plotting along there famously as Chief of War Plans -- this was during General Fred K. Mahaffey's time -- I got a call one day from General Bill Richardson who was then the TRADOC commander for whom I had worked as the DCSOPS before Mahaffey. General Richardson said, "How would you like to come down here and be my exec for about a year?" He said, "I only keep an exec about a year?" He'd burn them out after that. I said, "Well okay, I'd be happy to do that, but you understand I've been an alternate three times and it looks like I'm not going to be a brigade commander. You don't want to waste that billet." He said, "Just let me worry about that, you come down here and work." I went down and worked for him as his exec for a year which was a wonderful marvelous education being at the left elbow of a four star, seeing what they do and I got selected on the fourth time around for brigade command. I'm not sure how many people that occurred to and recorded in history but not many. I not only got selected for command, I got assigned to the 197th Brigade at Fort Benning, Georgia, which was the largest heavy separate brigade at the time. We had 4,400 people, 33 companies, 5 battalions and we belonged to the XVIII Airborne Corps. It wasn't a school support outfit, it was a tactical go to war outfit and I

truly, truly enjoyed every second of that operation. One of my battalion commanders became a two star, the other four became colonels. One of my deputies commanded the Old Guard and my brigade was Tom Metz on the picture right there. The other guy in the picture is Batiste, who is the 1st Division commander, this fellow right here was a young major in that outfit so I enjoyed it. I had everything good about a command that you could have. It was self-contained. My boss was 1,000 miles away it seemed like, in Fort Bragg. I had all of Fort Benning to use for training and all the assets there and I thoroughly enjoyed every second of that time. So I had the 197th there for a couple of years. That brigade subsequently became the 3rd Brigade of the 24th Division for the first DESERT STORM and now it's the 3rd Brigade of the 3rd Infantry Division and it's been to Iraq already and back and will probably go again shortly.

INTERVIEWER: Now how was your assessment of the brigade when you joined regarding NCOs?

GEN HARTZOG: I thought it was excellent. When I joined it I thought it had a lot of large unit capabilities and knew how to do indirect fires and all of that. What it didn't necessarily have was a similar interest or similar emphasis on individual Soldier skills so every time we went to the National Training Center [NTC] we could make the big maneuver sweeps. But when I first got there we couldn't dig in right, we just didn't have good marksmanship and individual skills. By the second time we went to the NTC we were much better at that. I had three NTC rotations in a little over two years in command because one outfit fell out and I was offered the third rotation and I took it. So

I thoroughly, thoroughly enjoyed that time. In fact I was at the airfield two months before the end of my tour, headed to the National Training Center and I got a call from General Leuer, who was commanding the 5th Mech at the time, and he asked if I wanted to be his Chief of Staff at Benning, he had been told he was going to Benning. I said, "Sure I'll be happy to do that." Then subsequently the brigadier general list came out and a miracle occurred and I became a brigadier general. So I stayed there as the assistant commandant other than the chief of staff for General Leuer, that's how all that came to pass. That was a stunning time. I had already negotiated for a job, a retirement job, I was going to be a professor at The Citadel but it didn't turn out that way.

[End Tape H-649, Side 1]

[Begin Tape H-649, Side 2]

INTERVIEWER: This begins tape number three, side two of interview number one with General William Hartzog conducted on 26 April 2004. We were talking about your brigade command. What was your command philosophy at the time as a brigade commander and how had it changed since you were a battalion commander?

GEN HARTZOG: Well, it matures as you go along, you crystallize what you really believe and you add your experience to it and you determine what works and what doesn't work. About the time I became a brigade commander I realized that what I really wanted to do is I wanted everybody in whatever organization I was fortunate enough to command to run along on the ragged edge of audacity. I

wanted them to do everything they could do, be everything they could be and if they screwed it up I had to be ready to sweep up after them. And I had to be ready to demonstrate that. And I guess I had one or two episodes of that as a battalion commander and I had been successful in demonstrating that I was willing to back honest effort. So when I got to be a brigade commander I had a lot more power, you have a lot more authority as a brigade commander than you did as a battalion commander, particularly of a separate brigade, so it worked fine. I felt like if I could get everybody to be really energetic and try new things and to try important things that if they failed to meet some regulation or screwed up some bureaucratic principle, if I backed them in that and supported them that we'd be okay and it turned out that way. Second, I lived at Fort Benning, Georgia, not at Fort Bragg, North Carolina, even though that was my headquarters. So I had to make a decision that I was not only going to be supportive of Fort Benning and everything they wanted to do, I was in fact going to lead it. So if they had a project to do I'd take it. If they had a competition to execute, I'd win it, the brigade would win it and it was the home of the infantry so we had to be tougher, meaner, longer, harder, more capable than anybody else who was there. And that was quite a task because we had a brigade of the 10th Mountain Division, we had the Ranger Regiment, we had Ranger Training Brigade, we had two brigades of basic training all on Fort Benning at the time. We had an engineer group there and to be able to compete with those fellows and all the different competitions that were there and to be a partner and supporter and a leader for them was a significant effort, but one that I'm happy that in

retrospect that we tried to do. I guess the third piece is for years and years the 197th Brigade had been called various derogatory things like the dollar 97th and other things because it had been a school support unit and its missions and tasks were not terribly attractive and there certainly wasn't much flash and panache about it. The logo and the name of the brigade was some really snappy thing like "Always Ready" or something. It was just about as dull as soup so I went out one day and bought a sledgehammer from Sears, a 20 pounder, and took it over. We were getting ready to deploy to Canada I think or a training session in Shiloh or somewhere, at any rate I formed all the leadership up and I said, "Look, we are not a fancy outfit, we're just tough and we're sort of like this sledgehammer here." We talked about it for a while and we took it as our name. I didn't ask the heraldry folks or anything else, we just did it. We painted it on everything. The 3rd Brigade of the 3rd Infantry Division today is still the "Sledgehammer" Brigade. We had a little society of folks and if I invited you to join that leadership group I gave you a little miniature sledgehammer. I don't know, it just stuck, it seemed to work for that kind of outfit. So command philosophy in a nut shell was to allow everybody to be all they can be and encourage them to run on the ragged edge of audacity, to sweep up after them, to set high standards and meet them and to be better than anybody else around. It was not malignantly competitive, we just found out what the standards were for any particular event and we exceeded. For instance I was a marathon runner in those days and I think I ended up running five marathons over the years but one of them they had an infantry marathon there each year

and I had run it before as an individual. So that year we formed up a 33 man platoon, one man from each company and brigade, and we ran the marathon as an outfit five hours and something as I recall. I have never been so sore in my life jogging for five hours but we did that. I had a special shirt made, special PT shirt made for everybody that did that and from then on anybody that managed to finish that with me could wear that shirt for PT so they stood out. That was a very highly valued shirt.

INTERVIEWER: Any additional issues or personalities related to your overall field grade experience that you'd like to discuss? Did you have any particular mentors during this time in your career?

GEN HARTZOG: Well, I started beginning work with the cream of the Army's leadership during that time I worked for General Ed Burba at the Infantry Center. He was a brilliant guy, great thinker, very responsible for developing the Bradley Fighting Vehicle. I worked again for Ken Leuer, again a very good training theorist -- knew a lot about training. I worked for General John Foss, a great understanding of individual Soldier requirements and training. He could reduce the most complex of issues and challenges down into very simple things and as the assistant commandant which I'll talk to later, I ran into General Maxwell Thurman for the first time. But I began to work for and see and observe and understand some of the senior leaders of the Army of the future people that were on their way up to become such folks. Also made a lot of wonderful friends at Fort Benning that continue to be friends through the years that I really enjoyed, some of

whom were some of these great people and others who were great people in their own right and never put a uniform on. The lady who ran the bookstore at Fort Benning was Nellie Neran, she was one of the most wonderful ladies I ever met. I just went to her funeral here about two months ago. She died just before Christmas, she was 80 years old. She was the widow of an Army 1st sergeant and then she ran the bookstore at Benning and she was a Romanian World War II war bride. If she liked you, she really liked you for life and if she didn't like you, she really didn't like you for life. She baked pies and cakes and sent them to my children up until a month before she died -- just a wonderful, wonderful lady with tremendous values. Robert "Pappy" Nett still at Fort Benning, Georgia, still doing his thing and I'm as close to him as I ever was. We hear from him on the phone and talk to him. I just had a lot of friends at Fort Benning, home of the infantry, and that's what I was for 36 years, an infantryman.

[End Tape H-649, Side 2]

[Begin Tape H-650, Side 1]

INTERVIEWER: This is tape number four, side one of interview number two of an unclassified Senior Officer Oral History Program interview with General William White Hartzog, which is being conducted on 17 May 2004 at Burdeshaw Associates in Bethesda, Maryland. The interviewer is Colonel Steven M. Brouse, United States Army War College Class of 2004. General this is our second meeting. We've discussed your early life, your company grade years, we finished up with your field grade years during the last interview and now we're moving on to your

initial general officer assignments. Can you explain a little bit about your position as assistant commandant of the United States Army Infantry School at Fort Benning in late November 1987?

GEN HARTZOG: That was a sort of a mistake, I had been commanding 197th Infantry Brigade, Heavy Brigade at Fort Benning, which was the heavy separate brigade for XVIII Airborne Corps. I really was stationed at Benning but we worked for the CG, XVIII Airborne Corps, which had been General Foss most of the time and some others. General Lindsay was there for a good bit of that time. I was a relatively old colonel at the time and didn't anticipate being selected to be a general so I had begun the process of finding my next life and career and I had actually contacted The Citadel to see if it were possible that I could become a professor there and work on a PhD. That looked like what I was going to try to do to give back to the institution and to youngsters some of what they had given me. I didn't know exactly what I was going to do when I finished command until one day I had a phone call out of the clear blue from Major General Ken Leuer, who was commanding the 5th Mech Division at the time, for whom I had served earlier in Panama. He said, "Bill, I'm going to be the CG of Fort Benning come this fall and would like for you to stay as the Chief of Staff." And I said, "Fine, I'll be happy to do that." He was a very fine trainer and we had gotten along reasonably well together after some learning periods on my part. But then just as I was enroute to the National Training Center in June of that year General Foss called and said, "The brigadier's list is going to come out tomorrow and you're on it." That was

quite a surprise to me. Needless to say I was happy to be able to continue to serve but didn't have a job, shortly there after General Leuer called back and said, "Congratulations, I want you to stay as the assistant commandant instead of the chief." That's how I ended up as the assistant commandant of the Infantry School. The time was an interesting one in that we were just finishing the development of Bradley and the final pieces of that were issues like does it swim or not? We had a lot of difficulties with that technology and then in the midst of that period General Leuer said, "We really need a 20-pound shoulder fired anti-tank weapon and I want it to be fire and forget I want it to be a top attack weapon and I want it to be so that an infantryman can carry it." That was a sort of blank sheet of paper and he dumped it in my lap to work on. I had some very fine combat developers at the time at Fort Benning and we launched off on what today has become the Javelin. It's not 20-pounds, it's more like 50 and there were a lot of very difficult technologic thresholds to break through things like the focal plan arrays, the fact that it was to fly along above the target and then having sensed the target dive down onto the top. The fire and forget business was difficult and the tracking devices and the most difficult of all was the weight. We worked long and hard to try to get it down, started out at about 70 pounds, we got it to 48 or something like that. We never could get it to 20 and to kill the kinds of targets we were interested in killing -- 20 pounds was way beyond the threshold of possibilities. I recall we also were deep in the business of Air Land Battle training. That is, we had the FM 100-5 and we had had the operations manual that described Air Land Battle and described the training

process but we didn't have any of the supporting documents. We went through about a three or four year period in there from about 1985 to 1990 where we had an orgy of writing of mission essential task lists and the training manuals that support all of those that told us precisely what the task, conditions and standards were for every task and subtask to achieve Air land Battle capability that you saw in Panama and in DESERT STORM. So it was a wonderful time, it was a very busy time. I was there from 1987 to 1989 in that capacity and I worked for General Leuer throughout that time. I had a wonderful set of talented colonels which are essential to any of the schools being successful because it isn't the generals that do the work, it's the senior colonels that are senior enough to think through what the issues are and to lead some youngsters through all of that. It was probably the height of our Army in terms of the Air Land Battle period. We had 800,000 or there about on active duty. It was the Army that went to DESERT STORM. Building Four at Fort Benning, the major study halls were all overflowing with people, there was a vibrancy and aliveness in trying to get our hands around the weapons and the doctrine and the tactics that would achieve what we needed to achieve. The Soviet Union was still intact, it was toward the end of their period but I don't think any of us really saw their demise in the way that it occurred, so we were still looking at a lot of different kinds of problems around the world. Not just the Soviet Union but it had a major place in our development. Small group instructors were in sway and in the advanced course, small groups of captains were gathered together learning how to do their craft and the small group instructors were a highly selected group of very senior captains who had

already commanded and it was a very healthy time, I enjoyed it a great deal. My children were young I have great memories of being involved in their schools and what not. I ran several marathons. I was still a marathon runner during that time. Infantry had one each year, it was an awful thing. It was main post down to the airfield, around the airfield back to main post back to the airfield around the airfield a second time back up to main post, it was nasty. I've managed to run five marathons in my life, all of them between four hours and four hours and a half. I never broke four hours so I'm kind of like a Dray horse, I just jogged along rather slowly and enjoyed it. The greatest challenges during that time as I recall, was that there were not enough hours in the day. One of the great things about being an assistant commandant or commandant for that matter is that you have all the training doctrine and combat development duties within your respective branch and you are someone autonomous, your chain of command goes directly to the four star general who's the TRADOC commander and since he has any number of branches to deal with, 18 in my time, you don't see him often and you're physically and in some cases mentally, a good deal away from the flag pole. You're able to work in a rather autonomous fashion but on those rare instances when you do interface with the TRADOC commander, your efforts are terribly important because you don't take in half baked ideas, you take in fully formed notions and programs and they are either approved or not. So when the Javelin concepts and programs were sufficiently formed we had one shot to interest the hierarchy of the Army in those and it seemed to be an important thing to me at the time. The TRADOC commander was General Maxwell Thurman and I had a

number of opportunities to brief him or to work some of these high visibility issues with him during that period of time. General Leuer decided that what he wanted to do was to run the training and the quality of training at Fort Benning, Georgia, and he wanted me to do the combat developments and the outside work and that's the way we split the responsibilities. It seemed to work well. It got both of our strength's in the right place so as a result I ended up much of my time in TRADOC meetings and all that sort of thing. In about February or March of 1989 I came around to about the right time for reassignment for a young brigadier; kind of hoped to go to a division somewhere. I was at a meeting at Fort Leavenworth of commandants and assistant commandants and General Thurman was chairing the meeting at the table. He wrote a little note and sent it down the table. I opened the note and the note said, "I want to reassign you to the National Training Center at Fort Irwin and it'll be a fast move, do you have any problems with that T4?", which is the way he signed his things and I said, "No terrific, H1" and sent it back down the table. He got up from the table after having read the note and left the room. I thought he was going to the latrine or something but actually he left the post in the middle of the meeting. I didn't see him again for a number of weeks so I didn't hear any more about it. I went back to Fort Benning, told my boss what had occurred and I was at a retirement ceremony not long after that at Forces Command and the CG of Forces Command after the ceremony talked to me and said, "We'd like you to go out to Irwin and I believe General Thurman is going to talk to you about it." I said, "He already has. I'm honored, I'd love to do that, it's a terrific opportunity." Shortly after that

General Leuer, who was the CG at Benning and my boss, decided to retire, so obviously I never ended up at Fort Irwin. I was told I was going to stay there and be the glue for the new commandant who came in. All of that went on and I was still there at Fort Benning. Well not long after that, I was out at a party one night at one of my subordinate's homes and I got a call from General Thurman at the house, very unusual, I was a brigadier he was a four star; I didn't get calls from General Thurman. I got tasks from General Thurman but not calls. Took the call and he said, "Billy, I've just been on a worldwide trip and I've been through Latin America and we don't have a very good plan to deal with Noriega down there and I want you to go to Latin America to Panama." I said, "Fine." My mind was saying okay, I'm hired help, I'll go down there for a week or so and help them sort through all this business. I had had several tours there before. That wasn't what he had in mind. What he had in mind was "you're going to be the J-3 of that place. We're going to fight down there one of these days and we're going to have to be able to plan to do it and I'm retiring," he said to me at the time. Well, it wasn't my first choice for things to do in life because I viewed Panama and Latin America as the economy of Ford's Theater and sort of a back water. I'd had two tours there and loved them both, did wonderful things, but at the time I really sort of wanted to go to a unit somewhere. But anyway, in June of that year, I arrived at SOUTHCOM and reported in as the J-3 for the CG there and began reworking the plans for what subsequently became JUST CAUSE. The plans were very linear at the time; they were to enter the continent of Europe and fight to the Rhine kind of a thing and that wasn't what was really required. What was

required was a Coup de Main sort of drop a sledge hammer on a mat and get on with it and then spend a lot of time in the reconstruction and the redevelopment of the infrastructures and the systems and the value system that was necessary for Panama to be a growing economy and a growing country. I struggled along with that process for a couple of months and then in about August of 1989 we were in a meeting one night and the CINC came in the command post, which was my responsibility, the TOC, came in and said, "I'm retiring. I'll retire in two weeks and General Maxwell Reed Thurman is going to be the new CINC." I think I was the only one at the table that knew what we were in for, the rest of the table were a variety of other service officers and the staff but they didn't understand that General Thurman was the toughest task master and most challenging thinker and the most _____ and precise thinker I'd ever run into. He arrived in September. We ran his assumption of command ceremony during the social affair that followed the ceremony. We had a helicopter go down in the Pacific just off of Panama and I was dealing with that the next day which was a Sunday. We had a major from the Panamanian Forces, a Major Geroldy, who decided that he was going to run coup, so General Thurman's first week in Panama had a coup attempt, it was very difficult because we had to decide whether the United States wanted to back that or participated in it in some way or not. It was a half-baked notion and I think 14 officers took place in it, Panamanian officers. General Noriega used the term lightly and decided to overwhelm this and he called some of his loyal units. They came in and blew the coup away and he subsequently murdered all 14 of the coup plotters. It was an interesting start for General Thurman. Throughout

that fall there were a number of counter-narcotics challenges, several live operations of various sorts cut his teeth as a CINC rather quickly and during all that period of time the BLUE SPOON, which was then the name of the operation which became JUST CAUSE, planning continued both for the operation and for the aftermath of the operation. General Thurman decided that he was going to employ Lieutenant General Carl Stiner in XVIII Corps as his tactical echelon and he left a good bit of the tactical training to that group. They slipped in and out of Panama clandestinely many times for rehearsals and reconnaissance and training and intelligence collection and so forth as did the special operations, which was under the JSOC commander who was General Gary Luck at the time. He was transferred from that command probably two weeks before JUST CAUSE and Wayne Downing took over the point, which General Luck has never really quite been happy about, but at any rate that occurred. In December 1989 the flash point for JUST CAUSE occurred and one of my lieutenants, Lieutenant Paz, a Marine lieutenant, was killed in an indiscriminate gun fight with a bunch of Panamanian Soldiers and that and some other events that occurred in close proximity were the flash point for Mr. Bush to make the decision to execute JUST CAUSE. Paz was killed on a Saturday night, the decision was made on Sunday, and D-Day and H-Hour were set for Wednesday at midnight. We executed JUST CAUSE and 27 major targets the first night, all secured by dawn but the actual contact and war fighting went on for 20 days or so and isolated fire fights, bombings and shootings and so forth. General Thurman was exceptional and what he understood about strategy and how to create this sort of a thing and it was a pleasure to

work for him, around him it was tough, but it was a pleasure. About March or April of 1990 we slipped back into the counter narcotics. We had a fight going on in El Salvador. We had a change of government in Nicaragua. We had counter narcotics activities in Columbia, Bolivia, and Peru, it was a full and satisfying day, every day. I had a bout with pneumonia in March of 1990, I was down for a couple of weeks and then recovered from that. About May/June of that year General Thurman said I was on a two star list by that time. He said, "You're going to go and command the 5th Mech at Fort Polk." I said, "Terrific, I'm really excited about having that opportunity." In June of that year General Thurman was diagnosed with leukemia and he began a long and difficult treatment session at John Hopkins. As a result one time I was up briefing him and giving him some things at John Hopkins and he said, "By the way you're not going to the 5th Mech, I need you to stay down there so you're going to be the Army commander and you're going to go over to Fort Clayton and take over the two star command and that'll be your division command." That was fine. I mean it's a great command. You had about 14,000 people. You were a joint task force commander as well as an Army commander and component commander and you had responsibilities from Mexico to Argentina and it was a tough job in those days. In addition to that you had the reconstruct Panama role. So I went over there in September of that year and took command of that. I guess I had been in command for a couple of weeks and we had a coup attempt. One of the old slugs out of Noriega gathered some of his buddies, about 100 of them, took out the police station, shot up the place and I went through several days of ringing the station and attempting to negotiate and then

they broke out and we ran them down and captured about 80 of them. We had no injuries, I think they had one fatality and several wounded and that subsequently we found that the one fatality was shot by his own people. That was the tone of the time. As the CG of U.S. Army South [USARSO], I'd go out every day with a radio attached to my belt and a gun in one hand and a shovel in the other, you know we were trying to build things as well as defend ourselves. There were any number of small incidents throughout that year. I remember sitting on the front step of my porch at Fort Amador where I lived and looking across at about a 100 foot bay with my two young children sitting there watching the fire fight go on, which they thought were fireworks, and all that sort of business. So you know it was interesting, we had a machine gun nest dug in on our front lawn. We had a bunch of folks escape from one of the prisons and take a boat and row it up on our front lawn one morning so the guys went out and captured them -- it was an interesting time. I had six brigades in that organization with some wonderful brigade commanders, tremendous men that did very well in that and I felt that was my command. I certainly was involved and committed to it and did the best I knew how to do in running that operation. In 1991, the next year I was out of the clear blue called by General Gordon Sullivan, who was I believe the Vice at that time, he could have been the DCSOPS I'm not sure he was both -- probably the Vice. He said, "I'm going to send you to Fort Riley, Kansas, to command the 1st Division, is that okay with you?" Well obviously, you know, I was walking on the ceiling and that was to have two commands in a row was tremendous. So the wife and children and I deployed to Fort Riley, Kansas, in 1991. We took over the division just as it was

returning from the desert. Major General Tom Raime was the division commander. A close friend, he was my next door neighbor at Carlisle, we had adjoining back yards at Smurf Village there. The division was filled with folks that had fought a relatively short small war but they were hardened from the desert. They knew their skills, they had trained for six months for a five-day war and they had done very well in it by all measures. When you enter a division command or any large command you spend a lot of time on choosing the people that you are going to have in your immediate sphere of influence. The assistant division commanders, the chief of staff, the brigade commanders to the extent you can and you always have three different groups in a two-year tour. You have the group you inherit when you get there and they are loyal to someone else and loyal to experiences that they've already had and you are the interloper, the new guy, and you have to figure a way to gain their willing followship rapidly. The second group is the group you bring and that's the one you spend most of your time with. But toward the end of your tour you begin to get some replacements for that group, people that are fading out, people that didn't work out, people that are going elsewhere, etc. A little different brand of leadership is necessary for each but in this particular case I inherited just the very best of people and the very best of climates. I really appreciated what Tom had done and put together. We are great friends and I invited him as a division commander to come back to the division, which he did for a number of times, to speak or to dedicate monuments or anything that had something to do with his tenure, so it was a very easy relationship. I inherited General Bill Carter as assistant division commander. He

didn't stay long, he left shortly thereafter but an old friend and a good person to have at the outset. I had a wonderful group of senior colonels, people like Lon Maggart who had been a subordinate of mine before he retired as a two-star commanding Fort Knox. Tony Marino and the 2nd Brigade, a tremendous infantry colonel, and Mike Dodson was the DISCOM commander. He just retired as the DCG of Europe, a three star. Bob Shadley was the DISCOM commander; he retired as a two star J-4 of Forces Command. And the chief of staff was a wonderful man named Fred Hepler who had been the chief during the war and was my chief and then subsequently the garrison commander. So I had a wonderful stack of folks and the battalion commanders and the staff officers were terrific, many of whom have proceeded along to higher grades and greater responsibilities. My mission was to resurrect the division after it returned from war, the equipment was rode hard and put away wet. We rebuilt a lot of the equipment. We rebuilt the training. We took every opportunity to go to Irwin that we could. Riley has a wonderful training area, 101,000 contiguous acres for training, and you can do just about anything you need to do, so it was a building experience for my two years.

[End Tape H-650, Side 1]

[Begin Tape H-650, Side 2]

GEN HARTZOG: The command philosophy that you use as a division commander was not greatly different from that which I had had as a separate brigade commander because a separate brigade is somewhat like a division. You try to set specific goals and objectives that you want to achieve.

We wrote them all down in a book as a matter of fact. That book was called Republican Flats, which was the name of the river and the place where Fort Riley is, and it sought to put together what we were trying to and precisely who was in charge of doing that. It seemed to be of use, probably as always the doing of it was a lot more important than the having, but for the first group of people who put this together with me the grinding out of what our objectives were and how we wanted to do this was a wonderful experience. We did it at breakfast several times a week for six months or so. My philosophy was always to give as clear guidance as I possibly could and then to empower subordinates to run on the ragged edge of audacity and do what they thought was important. I always enjoyed being surprised by some new effort or some new thing that they were doing and I tried to encourage that they do that. If you set that sort of a tone you must be willing to sweep up after some of the errors because there will be errors and there will be folks who come close to feeling you. People will get so enumerated with what they are trying to do that they crash over the edge of good values and ethics and morals and good sense and what not -- hopefully you can stop that before it occurs. What I told them was, and what I tried to live by was, you run hard, I'll sweep up after you, don't break a law. If you break a law I can't help you. It seemed to work okay and it got the sort of aggressive individual leadership that I really wanted. My second group of leaders that came in I chose some of the best out of that first group to proceed upward. I inherited Tom Metz who had worked for me several times before as the 2nd Brigade commander, he is now the corps commander in Iraq, III Corps. I kept Mike Dodson as the

chief of staff and moved Fred Hepler to be the garrison commander and got new folks in the other leadership areas of the division, all good men and we continued. If you take the time early in a command to put together a written statement of what you're trying to do, the putting of it together is always the challenge with that first group and it's a way to bring them into your thought patterns and your fold and then whatever they produce is instructive for the second group of leaders that come in and you don't have to start that again, you have a product with which to work. The 1st Infantry Division belonged to the III Corps at the time I worked for a series of corps commanders that were terrific. I think the strongest of them was Lieutenant General Pete Taylor; I had worked for him before. He is a strong officer, very, very good and tougher than nails but a man with a huge heart and I enjoyed that relationship a great deal. He let us do work in some what more autonomy than he probably exercised with his divisions that he had at Fort Hood. I didn't have any problems, in fact I enjoyed working for the III Corps and the only constraints that I had in that particular assignment were time. There was no money constraint, there were no people constraints, I couldn't have spent another cent or done another thing to build that division back to a war fighting capability. It was the best of all times. The constraint was just time, could I get it done in the time I had in which to work? I left that division with many things undone that were on the book so to speak that we all wanted to get done but after a couple of years I got the evictous call from Chief of Staff General Sullivan at that point saying, "We have this job in Europe that's a four star billet and it's called the Senior Military Representative to NATO. We are going to downgrade

it to a three star billet and you're it -- that's where you're headed." I said, "You understand I've never set foot in Europe in a formal assignment, I've never been assigned there." He said, "Well, I don't think that matters. This is about logic and strategy and you're going to do it." I said, "Okay." Several months later I was out at the National Training Center and I got a call on my cell phone out in the field and it said, "This is the exec for the Chief, he's not in today but he wants me to send you a message. We want you to be at Norfolk on Monday, report to the Atlantic Command Commander-in-Chief, Admiral Paul Miller, and interview for a job. We aren't quite certain what the job is because we don't understand the title but we want you to win that job." What had occurred was a decision had been made and a charter had been written to change the Atlantic Command over time into what is today Joint Forces Command. Change it from a geographical Navy headquarters through a series of morphs to a headquarters that would be responsible for new jointness. I went and interviewed, got the job. The job was DCINC and chief of staff but I was never the chief of staff, he didn't have a chief of staff he just wanted a deputy -- somebody that could do his job when he was elsewhere. So we packed up and went to Norfolk, kind of an interesting move. We had a major flood in the Midwest at the time, I think this was 1993, and we left Riley just ahead of the flood and as we went forward about a day behind us rivers would over swell and bridges would wash out and what not. We ended up in Norfolk and we got there and I hadn't been approved for three stars by Congress. Frankly I got caught in one of those rat drills so I wasn't approved for about six weeks, I guess. We lived in a house at Norfolk temporarily, had

put our dog in the kennel; the kids had no place to play etc. We did that for six weeks in a two room apartment. The quarters we were going to live in were two doors down the street and they were empty so I had my first taste of how Congress works the deals on assignments. That was a wonderful tour. Paul David Miller is the best of men. He is a terrific commander and he's brighter than a whip and after his retirement he moved ahead to run two companies successfully. He has just retired from CEO of the second. I don't know if he was the youngest four-star Admiral in the Navy but he was a 48-year-old four-star admiral. He served for four years as a four star and retired at age 52 from the service, having been both the LANTFLEET and the CINCLANT. I learned about jointness in great detail. He was trying to work issues about task force melding about likeness and about how to move forward in building better joint task forces and better joint organizations. In the midst of all of that effort, which we were involved in, Haiti came along; it was within our theater of operation. We still had a geographical theater and we needed to do that. Well in great part, Paul David wanted to continue his larger campaign so I and some of the staff officers were enmeshed in Haiti. The staff that we had at LANTCOM at the time was unique. The Intel officer was Admiral Tom Wilson who retired as the DIA [Defense Intelligence Agency] chief. He is now senior vice president of a company. The three was Admiral Tom Fargo who is now CINCPAC [Commander-in-Chief, Pacific], another one of the 20 year old admirals, a brilliant man, just really a fine gentleman. The G-4 was Bob Shadley, a fellow who had been my DISCOM commander. The G-5, the plans officer, was Lieutenant General Marine Corps Mike Byron, a man that looked like he

ought to be the prototypical Marine recruiting poster. He was cut out of a redwood tree, tougher than nails, a very bright planner and I thought an awful lot of him. The J-7 was an Air Force officer, General Mike Short, who later commanded the air forces for Kosovo. So the staff was extraordinarily strong. My mission there was to corral them and to generate some parameters that they bounced around within. I certainly didn't have to generate any motivation, they were wonderful and we did a fairly good job of the Haiti operation the first time around, from a military perspective, which was what we were supposed to do. It was unique in one aspect and a great learning experience for me. The President of the United States said, "I want all of my options on how I do this operation left open until the last second." Mentally I said to myself, "Well, what he means is he is going to tell us several weeks ahead of time whether he wants to go in hard or whether he wants to go in soft." No, he meant the very last second so we had plans upon plans and rehearsals upon rehearsals and option A and option B and what we had eventually was, we had a parachute assault and follow on operations centered around the 82nd Airborne Division with people in planes that we had actually flown the first 60 odd miles before the decision was made to go in soft. And Force B was the 10th Mountain Division who was embarked on aircraft carrier. It was the first time that anyone had done that, put an infantry division on an aircraft carrier and the logistics for all that was in ten RO/RO [Roll on/Roll off ship] at sea 80 percent compatible with either capability or either force -- interesting. The entire SOF [Special Operations Forces] was on a second aircraft carrier at sea offshore so I learned a great deal about

jointness and about how to do that sort of planning for an operation of that sort. It was also fortunate that I had done the Panama thing because that was very instructive to me in some basic ways. We had a very detailed plan for the follow-on that subsequently went through U.S. presence then UN presence and then turned it back over to the Haitian Government and within several years that went down hill to where we are today. But I think the staff did a very fine job and the unit did a very fine job on the first operation in 1993. In 1994 I was told I was going to be the TRADOC commander, which was a great excitement to me because it was in perspective a job that I was prepared for. The TRADOC commander needs to have a strong background in the process of development and education in training within the Army. It needs to have a lot of time as a commander in the real part of the Army to determine what will work and what won't work. That was my background so I was very, very fortunate and happy to have that opportunity. General Sullivan put me in that job. When I went there I thought I was going to be there for two years so I tried to figure out what it was that you could get done for the Army that needed to be done that you could do in two years. It is fallacious to believe that whatever you generate as a four star general is going to outlive you for three or four terms of the next folks; I think that's a waste of time. It's arrogant and it's probably something that you ought to disabuse yourself of. There are some things you can put in place that will outlive you but not a great deal. The reason is that you don't get to be a four-star general by being a mental idiot or an incompetent person. We've had very few incompetent four star generals in my reading of history and they aren't brain dead so the next person will

have his or her own ideas. And you should do what you can do and then generate some plan for the next folks to determine on their own whether it's good or bad. A fallacy that many four-star generals have, myself included, was you have more ideas than you can do in the length of time that you're involved. When I first went to Fort Monroe I believed that TRADOC needed to be reorganized. It needed to move away from branch orientation and toward functional area orientations and I generated a number of briefings and a number of plans to do that, to move it from 18 separate branches to clusters of things based on functions, logistics, war fighting, war fighting support, whatever the right term information and I got pretty deeply into that. I had most of the planning done. I had a lot of the funding worked out. I went into one BRAC [Base Realignment and Closure] trying to close the things I needed to close and keep the things I needed to keep to make that occur. After that BRAC I only got the opportunity to do one of those. I had the opportunity to pull the engineers, military police, and chemical corps, all of which were supporting operations for combat, into Fort Leonard Wood. We built the buildings and moved them in there and made a center that at one time had been at three different posts. Logistics had already been moved into that same sort of affair and the next one I intended to put together was information. I wanted the Huachuca, Gordon, and Battle Lab at Leavenworth to come together at some point and we were going to call that information. I believe that you could retain the branches but the branches would be there for emotional reasons and other reasons than being autonomous separate entities. I got into this and at about a year into it I decided that it was more important that I try to

make a dent in the Army and in information than it was to get TRADOC set up for the future. So I faded away from the reorganization of TRADOC after we got that one node set up hoping that my successors would see that node and be able to understand the goodness of it and if it proved itself out would follow suit. What I really spent most of my time on was digitization, which was Gordon Sullivan's notion, but any number of us had worked on it. Freddy Franks had worked on it early on. I had been a part of his group. Tommy Franks had been a part of it. Louisiana Maneuvers was a part of it; that was a bunch of thinking sessions that Gordon had put together. At any rate we decided that we needed to digitize the Army, that is bring together a network of information or a network capability to share information for battle command, targeting, sensitive shooters, logistics, a lot of different things. Freddy started writing a book about the future and he had a number which I can't recall at the moment, 585-5 or something, at any rate it was a pamphlet that described the future and Gordon said, "Take your mind, go out to the mountain top in the future, look around and tell me what you see and then we will worry about looking back to the present and pulling the present forward." But he wanted a goal, he wanted a picture, he wanted a vision for what the future might look like. Freddy Franks had done one cut of that and we did a rebuking and a second cut of it and it was a pretty good book. It talked about a lot of things that we saw happen on the battlefield in the first five or six days of Iraq. It talked about flexibility and battle command and da dum da dum. There was no shortage of folks that could have this vision and write down things and all of that the shortage was in the theory to practice. It was tough to

take this vision and operationalize it so that it really worked. So about a year and a half into my two-year stint the Chief said, "You know I could nominate you for a number of joint things but I want you to stay another year at TRADOC." "Okay fine." And keep going with this business so we did and then he said the same a year later. I ended up spending four and a half years at TRADOC but it was because of this information project that he wanted to do that. As you know most folks retire at age 55 or 35 years of service, whichever comes first. I stayed until 57 and had 36 years of service when I retired. It was the TRADOC business and the digitization that drove all that, which was fine, I really thoroughly enjoyed trying to make that happen and we had a number of experiments and a number of developmental efforts and we tried to bring together the technologies that would do all of that. In 1997 we were able to take a fully digitized brigade and a division command post to Fort Irwin and fight the OPFOR [Opposing Forces] with all this capability and they did fine. I still have a number of the reports and the concepts and all that sort of business left from that. That whole effort in digitization was a part of a two-pronged initiative. We knew from the beginning that you were going to have to have a digitized force and a more flexible force than we had. My judgment was that you needed to start with the digitization because that was the tougher of the two challenges. Shinseki came along in 1998 and he said, "I'm going to deal with the lightness" so he started STRYKER and any number of other things. By the way I'm the guy that went and drove the first vehicle that was going to become the STRYKER. General Motors of Canada built a vehicle that became STRYKER. We knew we had to do that, I just didn't

get around to it. I was doing digits and Rick did vehicles and now all of that is together and we were able to pull some of both of those things for the Iraq operation and it came off pretty well. The other thing that I had to deal with in TRADOC was a set of events that occurred at Aberdeen and they were centered around abuses, sexual abuses, alleged that a number of non-commissioned officers at Aberdeen were perpetrated with trainees. My instinct there was to lay it all out and stand up and say, "We're on top of this and we're going to ensure that justice has occurred," and I did that. I went on TV and I said that. I got strong backing from the Secretary of the Army and the Chief of Staff in doing it that way. The commander at Aberdeen at the time was Bob Shadley. The third time around and Shadley did a terrific job in ferreting out the problems with the abuse. He eventually got justice and some of the guys that were involved in that are breaking rocks in Leavenworth still and will be for a while. The political correctness of all of that demanded that we look beyond just what was an isolated incident and that ballooned on us a little bit and we eventually looked throughout the Army to determine whether we had a problem and the answer was no, we didn't have a problem. After having looked through the entire Army but looking through the entire Army was the correct way to go because we found that there were a number of things that we could do about how men and women live and work together in the military establishment that have been productive and led to notions about gender-integrated training when that should occur, how early it ought to occur. It has gotten to the point today where men and women function together in Iraq and all parts of the battlefield that have no front or rear in very

functional and useful ways. So as our society moves forward into a better understanding of men and women and how integrated militaries can work together integrated in a sexual sense. I think we contributed to that in some fashion. Now it wasn't a pleasant time, it was a lot of testimony, a lot of public affairs, a lot of dealing with political correctness versus logic and sanity. There were relief's, there were punishments for failures when things didn't occur but it lasted about a year. By the time I left TRADOC I felt pretty good about how that whole issue was working out. In 1998 the Chief and I had a discussion and I said, "We have finished these major exercises. We had a division level demonstration of all that," and he said, "Well, what do you want to do?" I said, "I'll be happy to serve anywhere you wish. I feel fine. I don't particularly care to retire, what do you got?" He took a couple of weeks and rooted around trying to figure out whether I should have some other job or what not. Truth of the matter was we had five four-star generals that were all within several months of each other in age and we were blocking any future development. We had a discussion about it and he said, "I think we should all retire." Looking at the logic of it I thought it was a good thing. It was Dave Bramlett, John Tilleli, he and I and Bill Crouch were all in a small group and we were definitely standing in the gate of progress and blocking the gate, so over six months we all scheduled it and retired. Dave Bramlett went first, I went second, Crouch went third, Reimer himself went fourth and Tilleli was in Korea at the time and then got extended for a year because of operational necessities but then he retired.

[End Tape H-650, Side 2]

[Begin Tape H-651, Side 1]

INTERVIEWER: This begins tape number five, side one of interview number two with General William W. Hartzog conducted on 17 May 2004. General, we just finished up your time as Commanding General of TRADOC. You were talking about your retirement. Can you talk a little bit about your retirement ceremony and where that was conducted?

GEN HARTZOG: Yes I had a choice. I could have retired at Fort Meyer but I had spent four tours in TRADOC through the years and ended as its commander, so I decided to just retire there at TRADOC. We had started a custom of tattoo at night in the old fort there and had a number of had grown for several years and we did it free and opened it to the public to sort of give them an opportunity to enjoy that sort of thing. We had the tattoo already scheduled so I decided to retire the next day so that if anyone wanted to come to the ceremony they could come the previous evening to see the bands and hear the music then stay the next morning for a relatively simple ceremony. I used only the military police company on post honor guard, which is a very small organization, had it on Continental Park, which was adjacent to the bay, a beautiful place. It was a beautiful day. I sent out a number of invitations just as a matter of courtesy and I had this tremendous unexpected group of folks that arrived there from all over the joint. It was wonderful. I really enjoyed seeing a lot of people I hadn't seen in many years to include some high school classmates and other folks. The Golden Knights decided

they were going to jump in there. Their commander had been one of my subordinates years before and he decided this was the right time. Well, the place is not that large and it's got a bay on one side and a hotel on the other side. It wasn't a terribly exciting notion for me but he said, "Not a problem," and it wasn't. They did a wonderful affair there. So I was much, much honored by a lot of folks that came to all of that and I choose to believe I was honored. My wife said it was all because of the tattoo and the music but that's what wives do, they keep your head in. At any rate the Chief came down and retired me there and it was quite nice. I stayed in the quarters there for a week or two as we packed and moved as we all do. I worked right up until the night before.

INTERVIEWER: Who was your successor?

GEN HARTZOG: My successor was General John Abrams. He had been my deputy for a year and then moved up to replace me and he too stayed nearly four years. His mission in life was to get the light vehicles in place. My mission was to get the information in place so the two of us in over eight years had the same sort of challenge.

INTERVIEWER: I guess we can talk about your post-retirement life now.

GEN HARTZOG: When I retired I had a home that I bought in 1980 back in the Washington area and tax laws say you've got to live it in for two years so I intended to come back here and live in that home, which we did for two years, which turned out to be three. I didn't have a clue what I

wanted to do. There are generally four things that you can do in the Army if you're a four star. You can incorporate yourself and do consulting work or speaking any number of things -- sell yourself. You can work in small business, you can work in large business or you can work in non-profit organizations, foundations trusts, USO, Red Cross, whatever and generally speaking you'll get a number of offers of some sort, and I did. I had a number of offers that were of interest and I did nothing for about three months. I built bookshelves and resurrected this house that we hadn't lived in, in many years, and went to interviews and went to different exploration venues of these offers that I had. I only had one opportunity to run something, to be in charge of something and that was in Bill Burdeshaw's office. His company is a group of some 700 retired flags who do team consulting work for industry. In other words when industry has a problem that has to do with military industrial relationship or complex they come to us and say, "How do I fix this problem?" and we provide solutions for that. Throughout this thing I'd go out to these high rolling salaries and options and other things and I'd interview for them and in the back of my mind I kept saying, "Boy this thing down at Burdeshaw really sounds interesting," and I'd come out here. I signed up as an associate with Burdeshaw and I worked a couple of operations with him to see what it was like. The offer was there to be the president and chief operating officer of the company and finally after about three or four months I just _____ and said there is something inside me that enjoys being with people I've known, working with the kind of value system I'm comfortable with, doing something for the country, working at the higher levels of industry in

the government, which I'm accustomed to, so I took the job. I've been here five years now, the company is growing, I have a lot of fun. I respect and admire Bill Burdeshaw who is the Chairman of the Board and was the founder of the company so I plan to stay as long as I can. I think over time I'll become the CEO of the company and Bill will be a less involved person. That's the plan that we have together. Now every four star draws a hell of a salary from the Army as a retiree and for that, in my judgment, you are supposed to give something back. I mean you're still on the file of the Army, just happens to be the retired file, so they come to you, I have two jobs. This desk in front of me is Burdeshaw, this thing behind me is service to the Army and it's a variety of things. I am the President of the Army Historical Foundation. I'm trying to raise 120 million dollars and build the Army's museum by 2009. That is a tough job and I work for free. I'm a member of the Defense Science Board so I work for Mr. Rumsfeld as a member of that board and I serve on a number of committees. I sit on a number of boards; I'm a member of the MITRE Advisory Board. MITRE is an FFRDC [Federally-Funded Research and Development Corporation] government support institution and it has to do with digitization. I sit on the Ghatt News board for Armed Forces Journal and try to help them broaden their scope of articles and published services to people that need it in the joint arena. I sit on the IBM [International Business Machines] Advisory Board for E Army U which is trying to get information to our educational opportunities to Soldiers around the world and from time to time the government will ask me to sit on other specific issues. I've worked on issues like space acquisition, NORTHCOM [U.S. Northern

Command], SOUTHCOM [U.S. Southern Command] merges, whether or not FCS [Future Combat System] is the right thing to do, can we afford it? My name is on a list of folks they call from time to time. John Tilleli does a lot of that along with me. Pete Schoomaker did a lot of that until he came off of retirement and went back on active duty so we would sit on many of these boards together. It does keep you busy and I think it's very important that you stay busy and that you contribute in that way. You have a basic decision to make when you retire. You're in your mid 50s and with the way longevity is these days you've got another 10, 15, maybe 20 years of active participation in something, if you have a burning vision in your heart of what it is you want to do. I've known people that went into Goodwill Industries because they had family members that were in need of that sort of effort. I've known people that went into their religion and served a great deal of religious service to whatever their beliefs were. I've known other people that went into foundation work. I chose to go to business and I chose not to try to learn a new skill because I had a fairly decent education in this skill of being a Soldier and I thought that would be of benefit to the nation in this way. I like to think it is; you'll have to ask others on whether or not it truly is. Nonmilitary aspects of my life I have a number of avocations. I was a runner for a lot of years. I can't do that anymore, the knees are gone. I was a tennis player for a lot of years, I can't do that anymore, my shoulders are gone. But I do restore antique cars and I've done that for 40 years. I just finished a 1963 Spitfire, I gave that to my son-in-law and I now have a 1980 Mercedes 280SL roadster that's running pretty good. It looks a little shaggy and I've got

some work to do on that so I restore old cars. My wife and I are members of the Potomac Presbyterian Church and we participate in a number of activities with the church. That is a central and important part of our life, it always has been. I enjoyed being active in whatever military chapel we were involved with and I have a wide group of friends from that part of our life. We have two children. Our children are our joys. We have one grandchild. Our daughter is a college graduate, a teacher, she lives in Charleston, South Carolina. She is married to a Civil Engineer. He is a traffic engineer for Charleston and we have a granddaughter, they have a young daughter now 20 months old. My wife would certainly like to be much closer to them, she loves that little daughter and granddaughter. My daughter and she are on the phone every day. They are very close friends and I love it, it's terrific. I think a lot of my son-in-law. He is a terrific young man so that's a joy in our life. Our son is 24 years old, he takes after his mom. He is a bright, bright fellow. He was number one graduate from the University of Virginia in his year. He is an architect. He left UVA and went out to work for Americorp and he built low income housing for a year. Then he decided that he wanted to broaden his future so he is now in his second semester of architecture, a master's program at Princeton. We went up last weekend to see him and spent the weekend with him, at least Sunday with him. We had a great time. He is a very bright young fellow and I have no idea what he'll do when he ultimately ceases being a student. Until then, I'll just keep plunking the money in and he'll keep doing well in school. He is a wonderful young man. We just have great good fortune with our children. What drives me? I think a lot of things

drive me in business that drove me in the Army and that was the desire for success, a desire to work on something that was worthy of being worked on. I don't like make work at all. I like to do only those things that really show results and I'm in the business now with this company of doing things that show results. We help a company do good work on building something for the services. That's important so I like to see results of efforts, that drives me. Success drives me. I don't like to be involved with failures. It hurts to be involved with failures and I've been involved with enough failures in my life to know the difference between success and failure. I enjoy very, very much seeing the youngsters that I had something to do with throughout my military career succeed and do well. You know to get something from a corps commander in Iraq and he says, "This is what I've done. What do you think about that? Put this in some shape." That is great pleasure to me because he doesn't need to do that. That means that somewhere in our relationship he thought enough of the experience to want to share that with me. I don't have regrets, I don't look backward and say there is something in the military that I wish I had been able to do that I didn't get done. Sure there were things that I would like to have done that I didn't get done but there is no position in the military that I wanted that I didn't have a chance to do. I did not then, and do not now, yearn to have been the Chief of Staff of the Army. I think that's an awful job and I'm not sure I'd wish that on a living soul. But it wasn't right for me; it wasn't something I was equipped to do. I was equipped to be a TRADOC commander and I had the chance to do that. So I'm completely fulfilled about the Army. I have boxes of junk,

awards and decorations and that sort of stuff, maybe just looking around the office here you'll see what's important to me. This picture here came from the fellow who was the civilian leader for digitization, so what I was able to contribute in that is important to me. That is a print of the 1st Infantry Division landing in Normandy. Nothing in my military career was more important than commanding the 1st Division. That was terribly important to me and something you just don't ever lose the association for. Two Saturday nights ago I went to the Association of Officers of the 1st Division dinner. There were 216 of us there that fought with the 1st Division or commanded it. It was the 86th consecutive dinner; those gentlemen have met for dinner since 1919. There has to be something important about that. Down on the end there, that's all the Citadel stuff above the clock. I try to be very supportive of the Citadel with money, effort and time. There are four kids down there that are on scholarships that are named for me, I think that is an important part of my life. I would not have had the service career that I had had I not gone to the Citadel. It was important in my formative years. I got to make the graduation speech there once so they gave me a doctorate, which is kind of interesting because I graduated from the Citadel with two quality points to spare. I was not a wonderful student so to get the doctorate is kind of strange. In the corner over there is a picture of airborne. I made my last jump when I was 50 years old and I thoroughly enjoyed being a paratrooper. I have a 10-inch plate and four pins holding one leg together from that experience but it was important to me. Where did I begin to want to become a Soldier? This is my dad, my father was a World War II citizen Soldier. That is a

_____ there from France from Charles Degal, he died in 1963. He saw me graduate from college. He's been gone a long time but his experience in World War II and the greatest generation was formative for me and probably was a direct contributor to my being in the Army. So what's important to me? You know I participated in four major operations; I keep a hat from each one just to remind me that I was a Soldier once. The two tours in Vietnam, the helmet down there is from one tour, the hat is from being an advisor. The Haiti operation is the fifth helmet, somebody gave me that, and the Panama Operation is Noreiga's aide's hat. This picture was here when I came. That is the company that I'm in; I haven't a clue what it's about. So of particular importance to me maybe those are indicative of what I thought was important out of my life. If you go to my home it's all about my children and my wife. They are the closest things. My wife is the best thing that ever happened to me. I met her at West Point when I was a professor there. She was teaching the third grade, she is everything to me, always has been and always will be. What's important to me is to be remembered by the people that I touched in some fashion. If they were satisfied with the experience, if I served them in some way, if I was a model for them in some way positive then I'm very pleased with that. I don't have any burning desire to be a national figure, I'm not one, I don't choose to be one. I've been told that I speak reasonably well and make decent speeches and I've spoken to kings and princes and groups of 10,000 and all that, but I don't go out on the speech trail these days. I occasionally do business things but I never licensed myself with anybody nor do I make the kinds of speeches that would make my name a

household name. I don't have the arrogance to run for office, I'm just not interested in those things. I'm interested in doing this job well, being a good husband to my wife, a good father to my children, building an old car every now and then just to keep my hands busy. So in the issue of how I want to be remembered I'd just like to be remembered as a good Soldier and fellow that did what he was asked to do as well as he could do it. I've been approached recently on whether or not I would write a book about the 1990s, the "Seeds of Change" in the military. I've been thinking about it. I don't know; I don't have time to do a lot of that and run this company and do these other things for the Army but it's a challenge that would be of interest to me. I might like to try to do that. It is a period that will go unsung otherwise and probably should. You know we won World War II in the 1930s and the 1920s when people had great ideas and Louisiana Maneuvers went on and tanks were built and efforts were made to build capabilities. Well, a lot of what the success of the first part of Iraq is was started in the 1990s, I had a part in that. I was one of many players in it but it's possible that some day I may try to put that on paper. That's the only itch that I have that I haven't scratched yet.

INTERVIEWER: Anything else, sir?

GEN HARTZOG: Not that I can think of.

INTERVIEWER: Well sir, I'd like to thank you for your time. Thank you for your service to your country and as I mentioned in the beginning of the interview, it was an honor to have been chosen to do this, and I think we have

accomplished something very special here for future generations.

GEN HARTZOG: Well, I hope it will be of some use to someone. Did I give you a copy of my book?

INTERVIEWER: Yes, sir you did.

GEN HARTZOG: It's a book for high schoolers by the way.

INTERVIEWER: Thank you, sir.

[End Tape H-651, Side 1]

U.S. ARMY MILITARY HISTORY INSTITUTE

APPENDIX A

ACCESS AGREEMENT - GENERAL WILLIAM HARTZOG, USA RETIRED

A

U.S. ARMY MILITARY HISTORY INSTITUTE

ACCESS AGREEMENT FOR ORAL HISTORY MATERIALS

For use of this form see AR 870-5; the proponent agency is U.S. Army Center of Military History

FROM

TO (Include title of agency head)

WS Army Heritage and Education Center
US Army Military History Institute
950 Soldiers Drive
Carlisle, PA 17013

1. I, GEN William W. Hartzog participated in an oral history conducted by

COL Steven M. Brouse

of the

(Name of interviewer)

U.S. Army Military History Institute

(Name of agency)

on the following date(s): 26 APRIL AND 17 MAY 2004

2. I understand that the tape(s) and the transcript resulting from this oral history will belong to the U.S. Government to be used in any manner deemed in the best interests of the U.S. Army, as determined by the Chief of Military History or his representative. I also understand that subject to security classification restrictions I will be given an opportunity to edit the resulting transcript in order to clarify and expand my original thoughts. The Army will provide me with a copy of the edited transcript for my own use subject to classification restrictions.

3. I hereby expressly and voluntarily relinquish all rights and interests in the tape(s) and transcript to the U.S. Army with only the following caveat: (Please initial one)

☒ NONE ☐ OTHER

I understand that the tapes and transcripts resulting from this oral history may be subject to the Freedom of Information Act, and therefore, may be releasable to the public contrary to my wishes. I further understand that, within the limits of the law, the U.S. Army will attempt to honor the restrictions I have requested to be placed on these materials.

NAME OF INTERVIEWEE

William W Hartzog

DATE

26 Apr 2004

ACCEPTED FOR THE U.S. ARMY BY

[Signature]

DATE

4 Sep 2008

U.S. ARMY MILITARY HISTORY INSTITUTE

APPENDIX B

BIOSKETCH - COLONEL STEVE BROUSE, USA

Return Print

BIOGRAPHICAL SKETCH

RECORD 1 OF 1



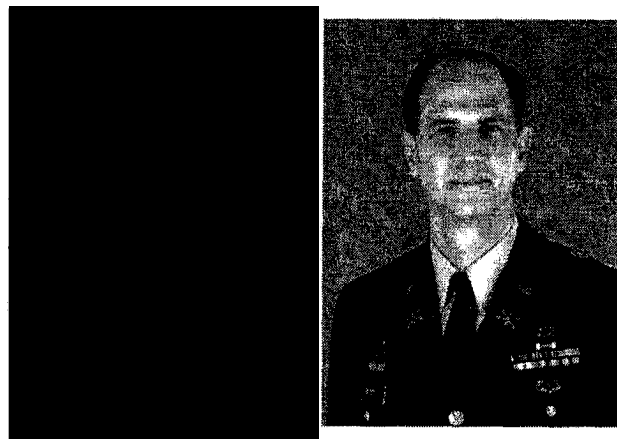
BROUSE, STEVEN M.

LTC, AD

DOR: 01 APR 98 (81 YR GP)

BORN: [REDACTED]

SPOUSE'S NAME: [REDACTED]

CHILDREN:
VIVIAN, 2002

EDUCATION:

DATE	NAME, PLACE	STUDY	DEGREE
1988 - 1990	EMBRY RIDDLE AERO U, FT LAUDERDALE, FL	BUS MGMT	MBA
1977 - 1981	VMI, LEXINGTON, VA	HISTORY	BA

CAREER HIGHLIGHTS:

DATES	POSITION, ORGANIZATION, LOCATION
JUN 00 - JUN 03	PM THAAD BM/C2, MSL DEF AGENCY, HUNTSVILLE, AL
DEC 99 - JUN 00	ACQ CTR XO, SPACE & MSL DEF CMD, HUNTSVILLE, AL
APR 98 - OCT 99	SMDC XO, SPACE & MSL DEF CMD, HUNTSVILLE, AL
SEP 96 - APR 98	APM THEATER TARGETS, USA SMDC HUNTSVILLE, HUNTSVILLE, AL
FEB 95 - JUN 95	SR CONCEPTS OFF, HHB 6TH ADA BDE, FT BLISS, TX
SEP 93 - FEB 95	CONCEPTS OFF, HHB, 6TH ADA BDE, FT BLISS, TX
MAR 93 - SEP 93	XO, HQ S FACULTY USMA, WEST POINT, NY
JAN 91 - MAR 93	CRSE DIR/INSTR, HQ S FACULTY USMA, WEST POINT, NY
MAR 90 - JAN 91	CRS DEVELOPER/INSTR, HQ S FACULTY USMA, WEST POINT, NY
JAN 89 - JAN 90	ADJ BN S1, AD BN 02/44 HHB, FT CAMPBELL, KY
MAR 88 - JAN 89	BTRY CDR, AD BN 02/44 BTRY C, FT CAMPBELL, KY
JUL 87 - MAR 88	BTRY CDR, AD BN 01/03 BTRY C, FT CAMPBELL, KY
JAN 87 - JUL 87	ASST BN S3, AD BN 01/03 HHB, FT CAMPBELL, KY
JAN 86 - DEC 86	BN MAINT OFF, AD BN 01/03 HHB, FT CAMPBELL, KY
MAR 84 - APR 85	TAC DIR, AD BN 02/62 HHB, SPANGDAHLEM, GE
SEP 82 - MAR 84	PLT LDR, AD BN 02/62 BTRY D, HONTHEIM, GE
MAR 82 - SEP 82	PLT LDR, AD BN 03/59 BTRY D, HONTHEIM, GE

SERVICE SCHOOLS:

DATE	DESCRIPTION
1996	US ARMY COMMAND AND GENERAL STAFF COLLEGE
1998	ADVANCED MANAGEMENT PROGRAM

INSTRUCTOR EXPERIENCE: MILITARY SCIENCE, UNITED STATES MILITARY ACADEMY, 1990-1993

SPECIAL QUALIFICATIONS: CERTIFIED ARMY ACQUISITION CORPS OFF; INSTRUCTOR; PARACHUTIST; AIR ASSAULT; PRODUCT MANAGER

AWARDS:

MSM-4; ARCOM; AAM; ASUA; NDSM-2; AFRM; ASR; OSR; PRCHTBAD; AIR ASLT

FIELDS OR AREAS OF SPECIAL INTEREST:

HORSEBACK RIDING; READING; MODEL TRAINS; BOY SCOUTS

U.S. ARMY MILITARY HISTORY INSTITUTE

APPENDIX C

BIOSKETCH - COLONEL JOHN DABROWSKI, PhD, Editor

COLONEL JOHN R. DABROWSKI, Ph.D.

Colonel John R. Dabrowski, US Army, is a Civil Affairs officer and military historian assigned to the US Army Heritage and Education Center (AHEC), US Army War College, Carlisle Barracks, Pennsylvania. During his career he has held numerous command and staff positions both on active duty and in the reserve components to include duty as an Assistant Professor of Military Science at Dickinson College and as a faculty instructor for the US Army War College's Department of Distance Education. He holds a Bachelor of Arts and Master of Arts degrees in History from East Stroudsburg University, East Stroudsburg, Pennsylvania and a doctorate in History from Kent State University, Kent, Ohio. He is a 2002 graduate from the US Army War College and also holds a Masters of Strategic Studies Degree from the War College. Additionally, he is a 2000 graduate of the Air War College Seminar program. Colonel Dabrowski retired from the US Army Reserve on 1 September 2007 after 30 years of service only to be recalled back to active duty on 30 December 2007 to assist with the Senior Officer Oral History Program at AHEC. His area of expertise and research is the Second World War, specifically the Third Reich and the wartime operations undertaken by the German *Wehrmacht* and *Waffen SS*.



The USAWC Senior Officer Oral History Program was established in 1970 by then Chief of Staff, Army, General William C. Westmoreland to provide insights into command and management techniques utilized by senior officers in key positions and to further scholarly research in U.S. Army history. Interview transcripts are placed in the USAMHI archives for use by scholars in accordance with interviewee access agreements.

