

They Served Here

THIRTY-THREE MAXWELL MEN

Jeffery C. Benton



About the cover:

The cover design shows the significant historical eras of Maxwell Air Force Base. The top photograph is of the very early days of Maxwell Field, the center (superimposed) photograph is a class picture from the Air Corps Tactical School, and the bottom photograph is from the period when Maxwell housed the Southeast Air Corps Training Center. The propeller and wings image is from the monument in front of Air University headquarters. This monument reflects the AU mission of carrying on the tradition of professional education of airmen.



**They Served Here
Thirty-Three Maxwell Men**

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to
the thousands who have served at Maxwell Air Force Base
and
to their families, who have also served

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About the Author

Jeffrey C. Benton, a retired Air Force colonel, has had connections with Maxwell Air Force Base since 1953-54 when he lived in Montgomery, Alabama, while his father attended Air Command and Staff College. He returned as a captain to attend the Academic Instructor Course in 1974 and as a major to attend Air Command and Staff College (1980-81). Two of his last three assignments were at Maxwell: the Airpower Research Institute (1987-90) and Air War College (1992-93).

Preface

The 30 essays that follow first appeared in the Montgomery Advertiser during September 1997. They contributed to the celebration of the fiftieth anniversary of the United States Air Force.

Montgomery, Alabama, has been associated with the airplane almost since its conception. For two months in the spring of 1910, Orville and Wilbur Wright operated the world's first civilian flying school on the Kohn cotton plantation, the site that is today's Maxwell Air Force Base. Military aviation began in 1917 with the establishment of primary flying training at Taylor Field in the Pike Road community just east of Montgomery.

Early the next year, the Army reopened the old "Wright Field" as an aircraft engine and repair depot. In 1929, because of the efforts of Mayor William Gunter, Montgomery was one of the first cities in the country to have a planned municipal airport-commercial passenger service began three years later. Today the site of the old municipal airport is Maxwell's Gunter Annex. During the late 1920s and 1930s, Maxwell Field became a permanent facility with major construction of military facilities and housing units. From 1931 when it relocated from Langley Field, Virginia, until it was closed in 1942, the Air Corps Tactical School (ACTS) developed airpower doctrine and educated many, if not most of the airmen who lead the Army Air Forces during World War II. Air University was established in 1946, fulfilling the vision of its first commandant, Gen Muir S. Fairchild. Air University has become the heart and the mind of the Air Force

Thousands have served at Maxwell since World War I—men and women, service members and civilians, Americans and foreigners, aviation cadets and flying instructors, students and faculty, and support personnel and flyers. The 33 airmen featured here are not representative of all who have served at Maxwell. Rather, they are a few of those who have achieved a place in aviation or military history. In her wisdom, Maya Lin, the designer of the Vietnam Wall in Washington and the Civil Rights Monument in Montgomery, has

recognized that those who make history are ordinary people doing extraordinary things. So it is with those who have served at Maxwell.

While we cannot recognize them in person, their contributions to the country are immeasurable, and so too are their contributions to Montgomery's religious, cultural, charitable, educational, fraternal, and social institutions. Selecting 33 of those who spent a part of their careers here in no way diminishes the contributions of the other thousands who passed through the base. One group, however, must be singled out: the families who also served. Without their unsung support, the work-and the lives-of those who served in official capacities would have been for naught.

Acknowledgments

Jerome A. Ennels, director of the Office of History, Air University, Maxwell Air Force Base, Alabama; Lt Col John H. Napier III, USAF, Retired; Wesley Phillips Newton, emeritus professor of history, Auburn University, Auburn, Alabama; and Mrs. Smylie C. Stark were most helpful in gathering the information in these articles. The photographs used here are from the files of the Air University Office of History and the Air University Press.

Robert D. Knapp and J. A. Liner

After World War I, Brig Gen William "Billy" Mitchell advocated having the Army Air Service carry US mails as a means to maintain preparedness during peacetime.

President and Mrs. Woodrow Wilson were present on 15 May 1918 for the inaugural flight of the airmail service. The beginnings were inauspicious. The aircraft engine did not start the plane had not been refueled! Then the novice pilot, unaccustomed to the intended route from Washington to Philadelphia, flew south rather than north. He landed in southern Maryland. The mail finally arrived in Philadelphia by train.

In April 1925, Maxwell Field was involved in expanding airmail service to the Deep South. The intent was to establish an airmail route from New Orleans to Chicago by way of Mobile, Montgomery, Birmingham, Nashville, and Indianapolis. The flight was to arrive in Chicago by late afternoon to connect with the regular east-west transcontinental airmail flights.

Two Maxwell aviators, Lt Robert D. Knapp and his mechanic Sgt J. A. Liner, flew their de Havilland 4B to New Orleans where they were sworn in as mail carriers. The following morning, they departed with six bags of mail and arrived at Mobile just over an hour later. After picking up an additional five bags of mail they departed for Maxwell Field. Governor William Brandon, Congressman Lister Hill, and other dignitaries were on hand to greet them when they arrived an hour and one-half later. Montgomery had received its first official airmail. The de Havilland 4B flew at about 110 mph. The total time elapsed between New Orleans and Montgomery was three hours.



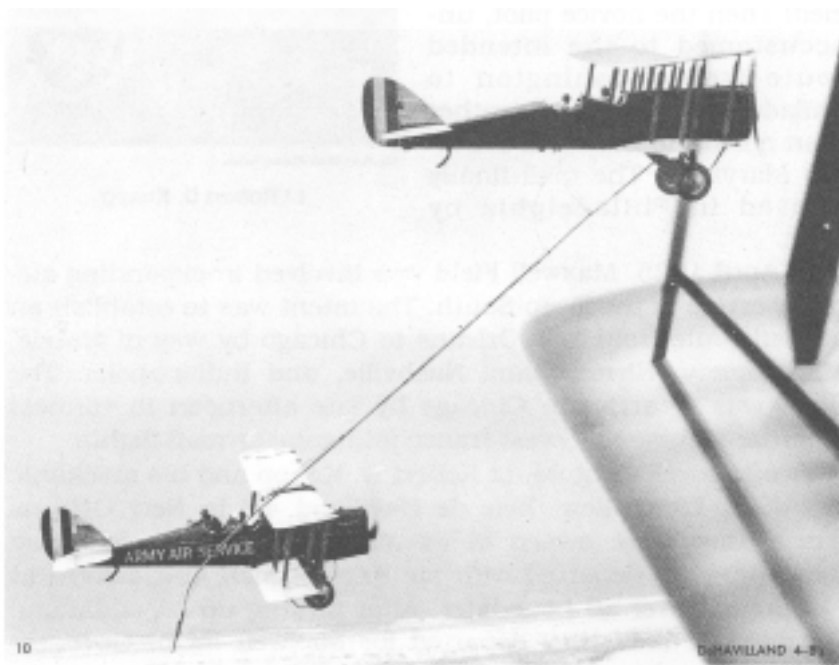
Courtesy of All Veterans Office

Lt Robert D. Knapp

Another aircrew flew the next leg of the route. They circumnavigated Indianapolis because of driving rain, a weather condition that they could not fly through in their open-cockpit DH-4B. The mission was completed after a total elapsed time between New Orleans and Chicago of 11 hours.

Maxwell not only supplied the aircrew of the New Orleans to Montgomery segment of the route and the aircraft for both the first and second segments, but Maxwell personnel also developed and executed most of the trial mission.

Military aircraft stopped flying the US mail following enactment of the Contract Mail Act of 1925. By the following year, 16 airlines and 300 Aircraft were engaged in flying the mail. In 1934, because of the alleged corruption that had crept into



De Havilland 4-B (DH-4B)

the contracting process, President Franklin D. Roosevelt ordered the Air Corps to resume airmail service. The Air Corps ; only had 10 days' notice to prepare for resumption of this mission. After five months, the Airmail Act of 1934 returned the responsibility of carrying airmail to contract civilian airlines. During this period, which included one month of severe winter weather, 10 Air Corps pilots lost their lives flying in inadequate equipment. The Air Corps's failure to carry the mail efficiently was attributed to Depression-era neglect of that branch of the Army.

Knapp-who had taught Charles Lindbergh to fly in 1924-25 at Kelly Field, Texas-rose to the rank of brigadier general. He retired to Auburn, Alabama, his hometown.

Murry C. Woodbury and Bruce A. Tyndall

Lieutenants Murry C. Woodbury and Bruce A. Tyndall represent the aviation officer corps in its formative years.

Both moved to Maxwell Field in 1929, joining the 22d Observation Squadron. The squadron, which had come to Montgomery from Oklahoma in late 1921, supported the coast artillery at Fort Barrancas, Pensacola, Florida, and the Infantry School at Fort Benning, Columbus, Georgia.

In the pre-World War II Army, the duty day ended early leaving most of the afternoon free. Some officers, such as George C. Marshall, Douglas MacArthur, and George Patton, used the time for professional reading. The majority, however, engaged in a variety of recreational activities. Lieutenants Woodbury and Tyndall followed the latter course.



Courtesy of AF History Office

Maxwell Reds vs Montgomery Blues in 1931 polo match



Courtesy of AII History Office

Lieutenant Woodbury and 22d
Observation Squadron aircraft

In the summer of 1929, when Maxwell received 16 remount horses, base personnel ' organized a polo team. Both Woodbury and Tyndall played for the Maxwell Field Reds. The Reds lost their first match-played for the benefit of the new Polo Club and the Montgomery Little Theater-to the Montgomery Blues before a crowd of more than a thousand. By the early 1930s, polo had replaced boxing as the most popular sport in the area. Crowds of up to three thousand watched the polo matches, which, because they had

a social cachet, were not encumbered with the controversy that surrounded boxing.



Douglas O-2H



Courtesy of AU History Office

A-3 Falcons in formation

In 1930 Lieutenant Woodbury set a time " record flying a Douglas 02-H biplane. He also served as Maxwell's police and prison officer-flying officers performed additional duties.

When he arrived at Maxwell, Lt Murry Woodbury was already married. He and his family lived in one of the 13 one-storied bungalows on Hansell Street. (The quarters, completed in 1928, are some of the oldest buildings on Maxwell.) The

Woodburys left Maxwell in 1931 for a new assignment in Hawaii.

Lieutenant Tyndall transferred to the staff of the Air Corps Tactical School after it relocated from Langley Field, Virginia, to Maxwell in the summer of 1931.

The dashing young Lt Bruce Tyndall was an eligible bachelor when he arrived at Maxwell in 1929. That year he met and courted Eloise McKerrall, the daughter of a prominent Montgomery family. Their wedding in December 1930 was a social event. The young socialite helped bond the military community with the host civilian community.

In 1931 Lieutenant Tyndall volunteered to fly one of his men home to Memphis for Christmas. Descending in dense fog, the two were killed as the A-3 Falcon biplane's right wings were torn off by trees. Tragically, Tyndall's older brother Frank had been killed the previous year in a plane crash en route to visit his brother at Maxwell.

William L. Stribling

In 1929 William L. "Young Bill" Stribling, the nationally famous heavyweight prizefighter, attended flight training at Maxwell Field. All Montgomery was excited when Jack Dempsey, the heavyweight champion of the world from 1919 to 1926, visited Lieutenant Stribling at Maxwell.

Boxing was extremely popular at the airfield in the late 1920s. In 1927 the Alabama Athletic Commission tried to end boxing at the base because Maxwell officials had no authority to conduct boxing matches. The Alabama attorney general supported the athletic commission's contention and declared one of the unauthorized fights a felony.

The proceeds of these fights supplemented the recreation and athletic funds of Maxwell's enlisted men. So boxing continued, drawing large crowds of military personnel and civilians. In 1929 Maxwell planes scattered free tickets over Montgomery. The evening of the fights, planes dropped parachute flares over the airfield to attract spectators. At the end of the decade, boxing lost its place to polo as Maxwell's most popular sport. Stribling returned to professional fighting after leaving the Army.

On 7 January 1931, "Young Bill" Stribling challenged Max Schmeling for the heavyweight championship. Before a crowd of more than 37,000 in Chicago, Schmeling beat the young challenger with a technical knockout in the 15th round when the referee stopped the fight with 14 seconds to go. Although



Courtesy of AAI History Office

"Young Bill" Stribling and Jack Dempsey during latter's visit to Maxwell on 12 September 1930.

Stribling lost, his take was still \$33,168-12 percent of the gross receipts.

At the height of his boxing career, Stribling was killed in a motorcycle accident.

Walter R. Weaver

Walter Reed Weaver (1885-1944) was born in Charleston, South Carolina, where his father, Maj Gen E. M. Weaver, served as commandant of The Citadel. The young Weaver, however, attended Virginia Military Institute (VMI) where George C. Marshall was his first captain. After three years at VMI, Weaver entered West Point, graduating as a lieutenant of infantry in 1908.

He did not serve as an infantry captain in France in World War I as he had volunteered to do. Rather, he was transferred to the Signal Corps to command the flying cadets at Wright Field, Ohio. Anointed an aviation expert, Major Weaver earned some notoriety by opening an aviation mechanics' school in Saint Paul, Minnesota, within only a matter of days of taking command.

After World War I, he earned his pilot's wings at March Field, California, and completed various other training and



Courtesy of AII History Office

Major Weaver as base commander 1929

education courses at such institutions as Harvard University's School of Business Administration.

From 1927 to 1931, Major Weaver served as commanding officer of Maxwell Field. During his tenure, Maxwell's golden age of construction began. While he was base commander, the Southeast was hard hit by floods in March 1929. Alabama was worst affected by the Great Flood of 1929.

The record flood waters isolated scores of towns as they swept away telephone and telegraph lines, roads, and rail lines; thousands of people were marooned without food or shelter. Observation flights from Maxwell gathered information for civil and military authorities. Douglas C-1 transports flew relief flights from Maxwell, air dropping-without para- chutes-needed supplies, including copies of the Montgomery Advertiser, which gave instructions on how to communicate with pilots. In the five-day relief effort, 40 planes flew 281 missions or more than 600 hours. Major Weaver's efforts were praised by authorities in



Courtesy of AF History Office

Elba, Alabama, underwater during 1929 flood

Washington, but more so by thou- sands in southeast Alabama.

During 1939-40, Colonel Weaver served as commandant of the Air Corps Tactical School. From 1940 to 1941, Brigadier General Weaver commanded the Southeast Air Corps Training Center headquartered at Maxwell.

His greatest service to the nation was as commander of the Army Air Forces Technical Training Command from 1942 to 1943. In this position, Major General Weaver organized and commanded more than a hundred training stations that transformed a million civilians into airmen—the technicians who kept the planes flying. As he had been throughout his Army career, General Weaver was innovative and tireless, and made things happen. He opened his first training school less than one week after assuming command. Because he understood politics, as well as leadership and aviation, he moved his headquarters out of Washington. Maintaining that since "the good Lord can run the whole universe on Ten Commandments," he cut the number of regulations for his command to eight.



Courtesy of AU History Office

Maxwell Field personnel loading relief supplies on C-1 transport for air dropping to flood victims.

General Weaver no longer has a monument at Maxwell. His old marble marker was removed several years ago; it was replaced by a monument to the Reserve Officer Training Corps and 2d Lt William C. Maxwell. However, General Weaver needs no such monument of brick, stone, or bronze-the World War II record of the Army Air Forces maintenance personnel serves as his monument.

John F. Curry

Maj John F. Curry served as assistant commandant at the Air Corps Tactical School at Langley Field, Virginia, before being selected as the first commander of the school after it moved to Maxwell Field in 1931. He served as commandant until 1935.

During his tenure, the school grew from about 30 students to 65. More importantly, the school's faculty members began to shape airpower doctrine. Their historic influence was exerted through the Air Corps Board, which was headed by Colonel Curry, and through the school's students, who were to become the World War II leaders of the Army Air Forces.

During the same period, Colonel Curry served as installation commander. As such he oversaw the culmination of the golden age of construction. Maxwell's impressive, French provincial senior officers' quarters date from this period.

Colonel and Mrs. Curry played a key role in cementing the fine relationship between Maxwell and the city of Montgomery. Mrs. Curry, especially, devoted her time to binding the two



Courtesy of Air History Office

Maj Gen Curry (seated center) and staff

communities together. Colonel and Mrs. Curry and their daughters were the first to live in the commandant's house, completed in the early 1930s. Since 1974 the quarters of the Air University commander have been known as Curry House. He went on to attain the rank of major general.



Curry House at Maxwell AFB

Frederick I. Eglin

Frederick Irving Eglin (1891- 1937) began his military service in the Indiana Infantry. In 1917 he entered federal service, seeing action on the Mexican border. In that year, the second lieutenant was rated a junior military aviator and then helped train flyers in California.

In the early 1920s, Eglin served in a bomb squadron in the Philippines before being appointed the director of bombardment in the Advanced Flying School in Texas.



Lt Frederick I. Eglin

He completed a two-year Lt Frederick I. Eglin course at the Air Corps Tactical School (ACTS), then at Langley Field, Virginia. After completing the Army Command and General Staff School at Fort Leavenworth, Kansas, he was assigned as an instructor at ACTS, which had been moved to Maxwell Field. During some of his time in Montgomery, he lived at 3183 Lancaster Road in the newly developed Cedars subdivision just south of Fairview Avenue.

In 1936 Eglin was again assigned to Langley Field, which was then home to the General Headquarters, Air Force. On 1 January 1937 Lieutenant Colonel Eglin died in an airplane crash while on a flight from Langley to Maxwell. Eglin Air Force Base, Valparaiso, Florida, is named in his memory.

John H. Williamson and William C. McDonald

In 1934 Capt Claire L. Chennault organized the Men on the Flying Trapeze, the Air Corps's first nationally famous aerial demonstration team. He, 1st Lt Haywood S. "Possum" Hansell, and SSgt John H. "Luke" Williamson were the aerial acrobatics team's original pilots, with Sgt William C. McDonald as an alternate.

The Flying Trapezers made their debut at Cleveland's national air races in September 1934. Their repertoire included Immelmans, barrel rolls, spins, formation rolls, and loops. The team's most exciting maneuver was the dangerous formation spin. After the Cleveland performance and the January



Courtesy of AAI History Office

Flying Trapezers (Sgts Williamson, on left, and McDonald, on right, with Capt Chennault, center).

1935 Miami air maneuvers, where they stole the show, the Flying Trapezers became a national sensation. They were in demand throughout the country. Five companies made movies of their precision aerial show. Like professional athletes today, Trapezers were paid for commercial endorsements, including one for Wrigley's chewing gum. .

Although both Sergeants Williamson and McDonald were first lieutenants in the Reserve and usually were billed as lieutenants for their aerial performances, they were denied regular commissions in the regular Army. In 1936 only 52 of the 470 Reserve candidates were granted regular commissions.

The Flying Trapezers broke up when Williamson and McDonald left the Air Corps. They became flying instructors at the Central Aviation School in Hangchow, China. In 1937, recently retired Claire Chennault joined Williamson and McDonald-whom he called "two of the finest pursuit pilots"-in China.

With President Franklin D. Roosevelt's authorization, the three former Flying Trapezers formed the American Volunteer Group (AVG) in 1940-41. The covert group was manned by one hundred pilots and two hundred technicians who resigned from the US armed forces to serve in the AVG. As Chennault's Flying Tigers, the unit resisted Japanese expansion in Burma and China and was the only allied combat unit to have a winning record against the Japanese during 1941-42.

Claire L. Chennault

In 1917 Claire Lee Chennault (1893-1958) left his job in an Akron, Ohio, tire factory to enter the Officers Training School at Fort Benjamin Harrison, Indiana. Ninety-days later he emerged as a lieutenant in the infantry reserves. Lieutenant Chennault, however, wanted to fly, so he quickly transferred to the Aviation Section of the Signal Corps.

In 1919 he overcame Army opposition to his entering flying training because of his age and because he was married with three children. In 1920 he earned his pilot's wings. Later that year, Chennault obtained a regular commission in the newly organized Air Service and commanded a pursuit or fighter squadron in Hawaii.

His early career was controversial. In 1931 he graduated from the Air Corps Tactical School (ACTS) at Langley Field, Virginia, and remained on the school's faculty when it moved to Maxwell Field, Alabama. At odds with most other ACTS instructors, Major Chennault tried to promote his airpower theories with the unpublished, but influential, text "The Role of Defensive Pursuit" and with the Flying Trapezers, his aerial acrobatic team. His advocacy of fighters, air superiority, and an air defense warning net (before the development of radar) was not well received by his fellow ACTS instructors who were promoting strategic bombing theories.

Claire and Nellie Chennault and their eight children lived in the Stone-Young mansion on Old Selma Road and later at 322 Center Drive, Maxwell. Legend has it that Chennault rode his horse into the old Montgomery Country Club. He supposedly performed other noted feats. When Chennault lived at the Stone-Young plantation, he flew his P-12C under the Highway 31 bridge and even allowed a son to fly the plane, solo.

Broken in spirit and body from constant debate about how airpower should be used, Chennault retired at his permanent rank of captain in 1937.

At the invitation of Madame Chiang Kai-shek he went to China to organize and train the Chinese air forces. Quickly he found himself involved in the Sino-Japanese War. By 1940 he had secured American assistance and formed the American Volunteer Group (AVG) or Flying Tigers in August 1941. In the seven months following the Japanese attack on Pearl Harbor, the AVG was the most effective Allied fighter group in the Far East, shooting down hundreds of Japanese planes while sustaining almost insignificant losses.

Chennault returned to US service in 1942 as commander of the China Air Task Force, which had to be supplied over the Himalayas from India. His acerbic personality and almost in-subordinate advocacy of his airpower tactics and politico-military strategy led to estrangement with Gen Joseph W. "Vinegar Joe" Stilwell, commander of the China-Burma-India theater, and with Gen George C. Marshall, chief of staff of the Army. Major General Chennault retired just before Japan surrendered.



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Subsequently, Chennault formed a contract cargo carrier, Civil Air Transport (CAT), in the Far East. CAT provided Chennault, an outspoken anti-Communist and friend of Generalissimo Chiang

Kai-shek, with the means to support the Nationalist Chinese in 1948-49 during China's civil war. The Central Intelligence Agency took over CAT in 1950.

Appropriately, the street that is home to ACTS's descendants the Air Force's professional military education schools at Maxwell Air Force Base, Alabama-is named Chennault Circle.



General Chennault (front left) greets General Stilwell (front center) at Kweilin Airbase, China, 15 November 1944.

Harold L. George

Harold Lee "Hal" George (1892-1986) began his Army career as a flying cadet in the Signal Corps. After earning his pilot's wings and commission in 1918, he flew bomber sorties during the 47-day Meuse-Argonne Campaign, one of the greatest conflicts in US military history.

In 1921 George participated in Brig Gen Billy Mitchell's bombing tests on warships that sank six naval vessels, four of which were battleships. Mitchell's intention was to prove that battleships were highly vulnerable to air attack. Although these tests did not alter Navy or Army establishment thinking, they convinced George of the soundness of Mitchell's theories.

George served on the faculty of the Air Corps Tactical School, first as chief of the Bombardment Section (1932-34)



Courtesy of AII History Office

Maj Gen Hal George, 1946

and then as director of the Department of Air Tactics and Strategy (1934-36). Maxwell was the center of innovative doctrinal thinking, and George was one of the leading proponents of precision daylight bombing for strategic operations. George helped develop the theories of strategic bombardment: He convinced a generation of Air Corps officers that strategic bombardment could be decisive in warfare.

Unlike most theoretician~, Colonel George was able to go farther than the classroom environment. In the summer of 1941, he was appointed to head the Air War Plans Division (AWPD) in the newly formed Air Staff.

President Franklin D. Roosevelt secretly instructed the Army and Navy to determine what industrial capacity and manpower resources would be necessary to defeat the Axis powers. As the Army and Navy staffs rushed to respond to the presidential tasking, Colonel George and a team of three former Air Corps Tactical School instructors (Hansell, Walker, and Kuter) took the opportunity to advance their theories about the use of airpower. The Air War Plans Division was ahead of the Army and Navy staffs because its officers had a military strategy (strategic bombardment) on which to base production and manpower requirements. ACTS had studied the industrial and economic vulnerabilities of both Germany and Japan. Finally, AWPD had an advantage in that Gen George C. Marshall, the Army chief of staff, had recently become more aware of the potential of strategic airpower.

Colonel George's small staff had one week in August to produce a plan. Immediately they agreed that their main objective was to destroy Nazi Germany's industrial capability. This task, they believed, could be done in no less than six months of sustained attacks on Germany's electrical power and transportation systems, petroleum industry, and ground- and air-based interceptor defenses. The team determined that the plan of strategic, long-range air attacks to destroy Germany would require more than 135,000 aircrew members and 70,000 aircraft (almost 7,000 stationed in the European theater with 2,000 required each month for replacements).

The plan did not neglect the need for ground forces or escort aircraft. However, it did state that ground forces might not be required after six months of strategic bombardment and that high-altitude bombers without fighter escorts should be able to penetrate German air defenses in daytime. The plan, in revised form, eventually provided the basis for the Combined Bomber Offensive, and has consequently been called the "air war plan that defeated Germany."*

Strategic bombardment zealots, when confronted with the charge that Nazi Germany was not defeated by strategic bombardment alone but required massive surface forces and the horrendous sacrifices of the Soviet Union, counter with the fact that the strategic bombardment theory was not truly tested because bombers were frequently diverted to tactical targets.

Later in the war, Lieutenant General George headed the Ferrying Command, which he transformed into the Air Transport Command (ATC) with more than 3,000 aircraft and 300,000 personnel. ATC had worldwide capabilities at the end of World War II. ATC was the predecessor of the Military Air Transport Service (MATS) and the Military Airlift Command (MAC), both antecedents of the current Air Mobility Command.

Lt Gen Hal George retired in 1946.

* Haywood Hansell authored a book by this title, which was published in 1972 by Higgins-McArthur/Longino & Porter and reprinted in 1975 by the US Government Printing Office and the Office of Air Force History.

Kenneth N. Walker

Kenneth Newton "Ken" Walker (1898-1943) began flying at the University of California's School of Military Aeronautics. After earning his pilot's wings and Army commission in 1918, he served as a flying instructor for three years. Staff, command, and flying assignments in the Philip- pines and Virginia followed.



Brig Gen Ken Walker in Southwest Pacific

In 1929 he graduated from the Air Corps Tactical School (ACTS) at Langley Field, Virginia, and then stayed on as a member of the school's faculty. He was with the school for its move to Montgomery in 1931. Lieutenant Walker, a senior instructor in ACTS, stood with the zealous instructors who propounded the theories that strategic daylight bombardment could achieve success without fighter escort, ideas in conflict with the Army's concepts of how airpower should be used. Lieutenant Walker's debates with Maj Claire Chennault (who argued that bombers were not invincible from fighter interception) became legendary.

After graduating from the Army Command and General Staff School at Fort Leavenworth, Kansas, in 1935, Walker was promoted to captain, and then two months later to major. He served in a variety of positions in intelligence and in bomber and pursuit operations until January 1941.

In June 1941 Lt Col Hal George selected Major Walker, his former ACTS instructor, to join three other officers to form the Air War Plans Division. In August 1941 this team, which also included two other ACTS graduates, Maj Larry Kuter and Maj

Haywood Hansell, produced Air War Plans Division-1. This document has been called "the air war plan that defeated Germany." During this time, he also worked to organize the secret American Volunteer Group in China, the American flying unit that became famous as Chennault's Flying Tigers. Three rapid promotions followed-lieutenant colonel in July 1941, colonel in March 1942, and brigadier general in June 1942. These promotions were merited by extraordinary staff work on the newly formed Air Staff in Washington.

In July 1942, Brig Gen Ken Walker was sent to the Asiatic-Pacific theater. In the Southwest Pacific, he routinely flew B-24 and B-25 bombing missions. Such missions allowed him, as commanding general of the V Bomber Command, to learn firsthand about combat conditions and to develop tactics to thwart Japanese fighters and antiaircraft fire.

Ignoring orders to stop flying combat missions, General Walker continued to fly. He was shot down by enemy fighters on 5 January 1943 while leading a daylight raid on Japanese shipping in the harbor at Rabaul, New Britain. He was awarded the congressional Medal of Honor for his leadership in combat and his personal valor. He was one of 38 Army Air Forces flying personnel awarded the Medal of Honor during World War II.

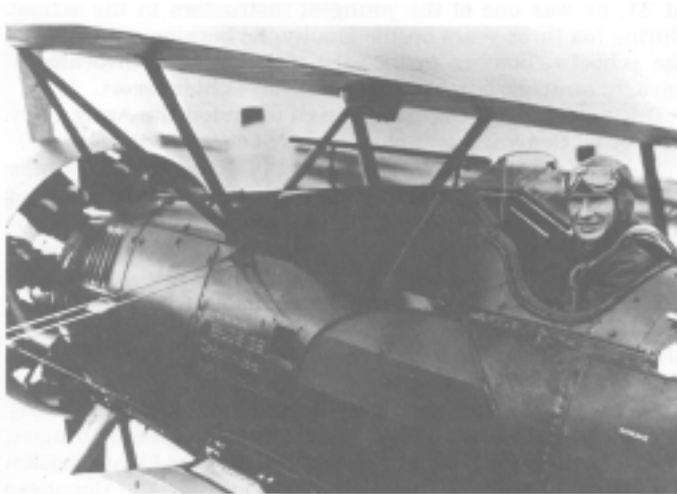
Walker Hall on Maxwell's Chennault Circle is the home of the College of Aerospace Doctrine, Research and Education.

Haywood S. Hansell

Haywood Shepherd "Possum" Hansell Jr. (1903-88) was born into the Army in the antebellum quarters at Fort Monroe, Virginia. He began to learn Chinese (his Army surgeon father was on duty in China during the Boxer Rebellion) and then Spanish in the Philippines before his mother, a former Atlanta belle, taught him English.

At Sewanee Military Academy, Hansell acquired the nickname Possum that he bore for the rest of his life. Possum was, according to one story, said to resemble the animal. Another explanation is that as a student he slept in class, but claimed to merely be "playin' possum." The latter may be more accurate, for, as captain of the cadet corps, he was busted to private in his senior year because of declining grades.

The scion of four generations of Army officers declined a West Point appointment in favor of studying mechanical engineering at the Georgia School of Technology. Following graduation in 1924, he worked as an engineer in California.



Lieutenant Hansell while stationed at Maxwell AFB

His family genes finally prevailed in 1928 when he joined the Army and entered flight training. A year later he received his pilot's wings and commission as a second lieutenant.

Lieutenant Hansell joined the staff of the Air Corps Tactical School as an armament officer in 1930, and moved with the school to Montgomery the following year. In addition to his duties in the school's flying squadrons, Hansell, a good-and daring-pilot, flew as one of the Men on the Flying Trapeze, the Air Corps's first aerial demonstration team. He also excelled at polo, tennis, squash, and dancing, and was known as "the unofficial poet laureate of the Air Corps."

Because of his understanding of how to use airpower, Lieutenant Hansell was selected to study tactics and strategy under Capt Hal George (1934-35). On promotion to first lieutenant in late 1934 (six years after commissioning, but not unusual during the Depression), he joined the ACTS faculty. At 31, he was one of the youngest instructors in the school. During his three years on the faculty, he became a member of the school's "bomber mafia," the most zealous advocates of daylight strategic bombardment without fighter escort.

During 1938-39, Captain Hansell attended the Army Command and General Staff School at Fort Leavenworth, Kansas.

In June 1941 Lt Col Harold "Hal" George selected Major Hansell to join the four-man team-made exclusively of former ACTS instructors-that would be instrumental in forming the Army Air Forces' airpower strategy for World War II. Having no existing plans to work with and having no research arm to use, Air War Plans Division officers had to be resourceful. Hansell got target information about German power-generating plants, including blueprints, from New York banks that had financed the German plants.

As he rapidly rose in rank-lieutenant colonel (January 1942), colonel (March 1942), and brigadier general (August 1942), Hansell continued to perfect the Air War Plans Division plan produced in the summer of 1941. After the Japanese attack on Pearl Harbor in December 1941, he led the revision of the plan.

He also helped plan the Combined Bomber Offensive against Nazi Germany and served as Gen Dwight D. Eisenhower's air plans officer.

General Hansell then got himself transferred to a combat command. He commanded the 1st Bombardment Division in Europe and then the XXI Bomber Command in the Pacific. His high-altitude precision daylight B-29 raids on Japan were indecisive. Consequently, he was replaced by Gen Curtis LeMay, who began devastating low-level incendiary bombing of the home islands.

General Hansell was retired for medical reasons in 1946 but during the Korean War returned to active duty as an advisor to the Joint Chiefs of Staff. In 1955 Major General Hansell retired for a second time. He authored the following books: *The Air War Plan that Defeated Germany*, *The Strategic Air War against Japan*, and *The Strategic Air War against Germany and Japan: A Memoir*.

Laurence S. Kuter

Laurence Sherman "Larry" Kuter (1905-79) graduated from West Point in 1927. He served in the field artillery at the Presidio of San Francisco until he entered flying training. In 1930 he was assigned to a bomb squadron at Langley Field, Virginia, where he helped develop bombing techniques. He also headed the operational development of the B9 and its high-altitude bombing tactics.

When President Franklin D. Roosevelt gave the responsibility for airmail service to the Army in 1934, Lieutenant Kuter served in the Eastern Zone airmail operations.

He graduated at the top of his Air Corps Tactical School class in 1935 and remained at Maxwell Field on the school's faculty. Captain Kuter's lectures on bombardment aviation and employment of airpower predicted a 10,000-plane air force; this was achieved during World War II. He challenged his students to understand military doctrine to the extent that they could disagree and successfully argue their points.

In 1939 Army chief of staff Gen George C. Marshall had junior officers assigned to the General Staff. Capt Larry Kuter-one of the junior officers selected-planned for the basic employment of airpower.

In August of 1941 Major Kuter joined the team of former ACTS faculty that was preparing the Air Staffs response to a presidential tasking for wartime industrial and manpower requirements. The famous Air War Plans Division document 1 (AWPD-1) set forth not only the numbers of aircraft and personnel but also presented a strategic bombardment plan that the team claimed could defeat Nazi Germany.

In November of 1941 Major Kuter was assigned as the assistant secretary of the War Department General Staff. Within months he was promoted to lieutenant colonel and, then skip ping colonel, became the deputy chief of the Air Staff as a brigadier general.

In late 1942, as commanding general of the 1st Bomb Wing in England, he directed B17 bombing of Germany. He then served in North Africa until Field Marshal Erwin Rommel surrendered. In North Africa he came to appreciate the necessity for air superiority and the use of airpower to support surface operations.

Returning to Washington, Major General Kuter participated in high-level, politico-military conferences in Quebec, Cairo, London, Yalta, and Malta. His *Airman at Yalta*, published in 1955, gives an account of the Yalta conference. At the end of World War II, Kuter was serving in the Pacific. Just after the war, he represented the United States at major civil aviation conferences in Montreal, London, Cairo, Lima, and Rio de Janeiro.

From 1953 to 1955, Lieutenant General Kuter commanded Air University at Maxwell Air Force Base. He raised the Air Command and Staff School to the college level. He expanded the doctrinal emphasis of Air University, hoping to make it the brains of the Air Force as the Air Corps Tactical School had been in the 1930s. He believed that Air War College students particularly had the potential for long-range planning and doctrinal research. To disseminate their work, he founded Air University Press in 1953.

In 1955, with a promotion to general, he commanded the Far East Air Forces in Tokyo and its successor, Pacific Air Forces in Honolulu. He became the first commander of the Military Airlift Command in 1958.

From 1959 until his retirement in 1962, General Kuter commanded the North American Air Defense Command. He fought to prevent downgrading of interceptor defenses, which were then being neglected because of the increasing Soviet nuclear-armed missile threat.

Glenn Miller

In 1942, when he voluntarily joined the armed forces, Glenn Miller (1904-44) was one of the country's most famous big band leaders. He had achieved a national reputation in 1939 with radio broadcasts of his dance orchestra's performances of such numbers as Pennsylvania 6-5000 and Chattanooga Choo Choo. Two years later, he and his big band made two Hollywood movies.

Miller's intention on joining the services was to bring big band music to those serving in the armed forces. He ran into' an official prejudice against big band swing music because of a preference for traditional martial and orchestral music.

From 7 to 31 December 1942, Captain Miller was assigned to Maxwell Field as assistant special services officer for the Army Air Forces Southeast Training Center. In that capacity he took trips to Arkansas and Tennessee to conduct performances.



Courtesy of AAF History Office

Glenn Miller visiting women riveters in aircraft repair shop at Maxwell Field.

In Montgomery, he conducted and played for the Rhythmaires. Miller played his trombone several times with this 15-

piece dance band at the officers and noncommissioned officers clubs and at the aviation cadet and enlisted recreation halls. Miller also participated in at least two radio broadcasts, one for WAPI of Birmingham and another for WSFA as part of a national series about home front activities, in this case civil service women aircraft mechanics employed at Maxwell and Gunter fields.

Skirting Army opposition, Miller began a weekly radio broadcast from New York in June 1943. The national success of this program-especially its recruiting value-allowed Miller to take his 50-piece Army Air Forces band to England the following summer. There he gave eight hundred popular performances.

In December 1914 Miller was killed. Some mystery surrounded his death. The official explanation was that his plane was lost over the English Channel as he was going to Paris to entertain troops at Christmas. Recently, surviving members of a Royal Air Force bomber crew have come forward stating that after an aborted mission they jettisoned their bomb load, which fell on what they later learned was Miller's plane.

General Eisenhower proclaimed Miller's music second only to letters from home as the greatest morale booster for his GIs. Jimmy Stewart, another aviator who visited Maxwell, starred in the 1954 Glenn Miller Story. The Montgomery-Glenn Miller connection is maintained by the Command Band of the Air Force Reserves' annual Glenn Miller Big Band concert at the Montgomery Civic Center.

Clark Gable

Clark Gable (1901-60) was a leading Hollywood actor. In late 1939 Gable—who starred as Rhett Butler in *Gone with the Wind*—and his third wife, Carole Lombard, stayed overnight at the Whitley Hotel on Montgomery Street. When word of their arrival reached the newspapers, reporters descended on the hotel. The night clerk, however, would not disclose which room the Gables were occupying. The couple slipped away the next morning without being detected. A few weeks later, in January 1940, *Gone with the Wind* had its Alabama premier next door to the Whitley at the Paramount Theater, now the Davis Theater for Performing Arts.



Courtesy of AFI History Office

Clark Gable in quarters while at Maxwell Field

In 1942, following the death of Carole Lombard, he enlisted in the Army Air Forces. After Officer Candidate School (OCS),

Gable, who was now a second lieutenant, starred in Wings Up, an OCS recruiting film.

One day while stationed at Maxwell (to gain an understanding of Army Air Forces training), Captain Gable stopped by Shinbaum's (then located at 9-11 Commerce Street next door to the Exchange Hotel) to buy a uniform hat. Marvin Wilson, assistant manager of the tailor and uniform shop, said that a policeman had to hold the door closed to keep out the public who wanted to see the matinee idol. Wilson remarked to the famous actor that he enjoyed the actor's films. Gable thanked him, but said that there were more important things now. Although the "King of Hollywood" was personable, he did have a large head. Mr. Wilson said he was able to stretch a hat for a temporary fit, while a size 7 $\frac{7}{8}$ was ordered.

Gable was next used to recruit aerial gunners. He attended gunnery school, earning his wings in 1943. In that year, he was assigned to the Eighth Air Force in England. He flew five combat missions in as many months. German fighters attacked his bomber formation three times. The gunner recruiting film, Combat America, was released in 1943.

At the end of the war, Major Gable resigned his commission. In 1948 Gable starred as an Eighth Air Force commander in Command Decision, a film that is still used for leadership training by Air University.

Ira C. Eaker

Ira Clarence Eaker (1896- 1987) was commissioned a second lieutenant of infantry in 1917. Within six months he decided he wanted to fly. Lieutenant Eaker received his pilot's wings in 1918.

During the interwar years, Captain Eaker helped defend Brig Gen William "Billy" Mitchell in his court martial for insubordination in 1925; piloted one of the planes on the 22,065-mile Pan American goodwill trip of 1926-27; flew with others, such as Majors Henry H. "Hap" Arnold and Carl A. "Tooney" Spaatz, in 1929 on the trimotored Fokker that set an in-flight

refueling endurance record of 150 hours (11,000 miles and 43 aerial re-fueling, all over Los Angeles); and flew the first transcontinental instrument flight in 1936.

His flying included somewhat more routine work: commanding two pursuit squadrons, commanding the Western Zone routes when the Air Corps carried the airmail in 1934, and participating in the Pacific naval maneuvers in 1935.

During the interwar years, Eaker also furthered his education. He studied at the University of the Philippines (1920-21), Columbia Law School (1922-23), and the University of Southern California (1932-33). He took a degree in journalism from the last.

In 1935-37, Major Eaker attended the Air Corps Tactical School at Maxwell Field and the Army Command and General Staff School at Fort Leavenworth, Kansas.

While together at school, Eaker and Hap Arnold wrote *This Flying Game* (1936), the first of three books they would write together. *Winged Warfare*, which stressed the need for a separate



air force, followed in 1941; Army Flyer, which explained the duties and rewards of being a pilot, was published in 1942.

I Rapid wartime promotions followed-colonel in December 1941, brigadier general in February 1942, major general in September 1942, and lieutenant general in September 1943. His fourth star did not come until 1985, almost 38 years after he retired. These promotions-and Ira Eaker's place in history- rest on his two World War II combat commands.

From 1942 until the end of 1943, he commanded US bombing efforts from Great Britain. An advocate of high-altitude daylight precision bombing as taught at the Air Corps Tactical School, Eaker insisted that the B-17 Flying Fortresses fly combat missions over Europe .(S they had been trained to do. In August 1942 Eaker himself flew one of the aircraft in the first American bombing raid over Nazi-occupied France. Subsequently he flew bombing raids over Germany. The absence of adequate fighter escorts resulted in crippling bomber losses, especially in the large raids against Schweinfurt and Regensburg. Eaker, as commander of the Eighth Air Force, bore much of the blame.

From 1944 to April 1945, he commanded the Allied Air Forces in the Mediterranean theater. Flying first from North Africa and then from Italy, his air assets were involved in many missions. They helped keep the sea lanes open, air dropped supplies to anti-Nazi partisans in the Balkans, bombed southern Germany and the Romanian oil field at Ploesti, and provided air support for landings in southern Italy and southern France. In August 1944 he personally flew a fighter supporting the invasion in southern France.

After assignments as deputy commander of the Army Air Forces and chief of the Air Staff, Lieutenant General Eaker retired in 1947. He continued to write about defense posture. For 18 years he wrote a syndicated column for more than 180 newspapers.

An exhibit in Air University's Ira C. Eaker College for Professional Development on Chennault Circle houses Eaker memorabilia.

Noel F. Parrish

Noel F. Parrish (1909-87) began his career in the Army Air Corps in 1930. He flew attack and air transport aircraft during the 1930s. -

In the summer of 1941, Parrish was at Maxwell Field planning for operations at Tuskegee (Alabama) Army Air Field, now Moten Field. He commanded the Tuskegee Army Flying School for black pilots. The federal government had established the civilian pilot training program at Tuskegee Institute in 1939. This flying training program, taught by two Auburn University aeronautical engineering professors, was so successful that Tuskegee became the first college in the South to have all its students pass their initial standardized commercial pilot's test.

The Army Air Corps, however, refused to accept black aviation cadets. In 1940, over the objection of the National Association for the Advancement of Colored People (which wanted integrated flying training) but with the support of Tuskegee Institute (which favored the Air Corps's approach), a black pilot training program was established. In March 1941 Mrs. Franklin D. Roosevelt visited the newly completed air field and flew in a trainer piloted by a black flight instructor.

Although Tuskegee's 99th Pursuit Squadron was criticized (even by some black civil rights leaders, who called it "the Jim Crow air corps"), its pilots amassed a fine combat record against the Italians and Germans. Capt Benjamin O. Davis Jr. was the squadron's commander and later became the first black general in the Air Force.

After World War II, Colonel Parrish entered the first class of the Air War College (1946-47). His thesis, "The Segregation of Negroes in the Army Air Force," was based on his experiences commanding the Tuskegee Army Flying School.

Subsequent assignments included deputy secretary of the Air Staff (1948-51), air deputy of the NATO Defense College in Paris

(1954-56), and deputy director of the Military Assistance Division of the US European Command in Paris (1956-58).

From 1958 to 1962 Brigadier General Parrish was again assigned to the Air Staff where he researched nuclear targeting against the Soviet Union. He concluded that targeting Soviet cities should be abandoned. The "no-cities" policy, expanded as the counterforce strategy, advocated restricting nuclear strikes to Soviet military targets.

In 1962 General Parrish returned to Maxwell as director of the Aerospace Studies Institute. He retired in 1964. After retiring Parrish served as a visiting professor of military history at the Air War College.

He earned BA, MA, and PhD degrees from Rice University and then taught military history at Trinity University in Texas. Professor Parrish wrote extensively for professional journals, including *Aerospace Historian* and *Air University Review*.

George C. Kenney

Canadian-born George Churchill "Little George" Kenney (1889-1977) studied civil engineering at the Massachusetts Institute of Technology for three years before leaving to take a job with a Canadian railroad. In four years he was president of an engineering company.



Capt George C. Kenney

Two months after the United States entered World War I, he enlisted as a flying cadet in the Army Signal Corps. In 1918 he completed his flight training in France and was commissioned a first lieutenant. During the 16 months Lieutenant Kenney served on the Western Front, he flew 27 combat missions and downed two German aircraft. Captain Kenney ended the war as the commander of his squadron.

In 1921 he graduated from the Army Air Service Engineering School. In the mid-1920s he completed the Air Corps Tactical School (ACTS), which was then at Langley Field, Virginia, and the Army Command and General Staff School at Fort Leavenworth, Kansas. From 1927 to 1929 he instructed at ACTS where he became an advocate of attack aviation-or close air support and interdiction.

Two years after completing the Army War College in 1933, Captain Kenney translated a French version of the essential points of the airpower ideas of Italian air theoretician Giulio Douhet. These ideas were to influence Air Corps thinking and congressional understanding of airpower potential.

Captain Kenney jumped the grade of major, becoming a lieutenant colonel. In 1939, as the chief of production at Wright Field, Ohio, he was promoted to colonel.

As assistant *attaché* for air in Paris in 1940, he became convinced that the United States lagged the major European powers in aeronautical technology and production. Returning to the United States, he continued his rapid rise: brigadier general in January 1941, major general the following month, and lieutenant general in October 1942.

George Kenney's promotions rested on his performance as an aggressive, hard-working, and innovative officer. Moreover, he was capable of combining technical expertise with leadership to make things happen. His innovations include the following: low-level air strikes, machine guns mounted on the wings rather than the cowling, bulletproof cockpit glass, power turrets on bombers, improved oxygen systems, parachute bombs, and anti-ship skip-bombing.

From 1942 to the end of World War II, General Kenney held several major command positions in the Southwest Pacific theater. As Gen Douglas MacArthur's air commander, General Kenney made MacArthur's island hopping strategy possible.

General MacArthur said of Little George, "Of all the brilliant air commanders of the war, none surpassed him in those three essentials of combat leadership: aggressive vision, mastery of air tactics and strategy, and the ability to exact the maximum in fighting qualities from both men and equipment."

After World War II, the most distinguished air commander in the war against Japan commanded the Pacific Air Command, 1945-46, and the Strategic Air Command (SAC), 1946-48. Because of additional responsibilities, such as nine month's assignment as senior US representative to the United Nations Military Staff Committee, and placing too much trust in his vice commander, General Kenney neglected SAC combat crew training. Consequently, he was replaced by Gen Curtis LeMay.

General Kenney ended his 34-year career commanding Air University (1948-51). During this period he wrote two books: *A Personal History of the Pacific War* (1949) and *The MacArthur I Know* (1951).

Paul W. Tibbets Jr.

Paul Warfield Tibbets Jr. graduated from Western Military Academy in Illinois in 1933. He enlisted as an Air Corps aviation cadet in 1937, and graduated a year later as a pilot and second lieutenant.

Although Tibbets began his World War II service flying anti-submarine patrol, his most significant achievements were as a bomber pilot. In 1942 he flew 25 B-17 combat missions with the Eighth Air Force. These missions included leading the first daylight Flying Fortress attack against Nazi-occupied Europe and leading the first heavy-bomb mission to support the invasion of North Africa. He flew Generals Dwight Eisenhower and Mark Clark on special missions.

President Franklin D. Roosevelt was especially impressed with Lieutenant Colonel Tibbets's raid against the Nazi base at Biserte, Tunisia, on Christmas Day 1942. Hap Arnold, commanding general of the Army Air Forces, called Colonel Tibbets "the best damned pilot in the Air Force." But his unique role in history was yet to come.

In 1943 Tibbets returned to the United States to lead the B-29 crew training program. A year later he was assigned to the atomic bomb program to organize and train the 509th Composite Group. Working with B-29 crew members who had no combat experience and with Manhattan Project scientists such as J. Robert Oppenheimer, Colonel Tibbets planned and practiced the procedures necessary to deliver the atomic bomb.

Crew members trained in Nevada and Cuba before moving to the western Pacific island of Tinian in the Northern Marianas. Early in the morning of 6 August 1945, the 10-man crew of the Enola Gay (the B-29 named for Tibbets's mother) took off for the six-hour flight to Japan.

At 30,000 feet over Hiroshima at 8:15 A.M., Maj Tom Ferebee, bombardier of "Special Bombing Mission 13," released the first atomic bomb used in warfare. Following procedures that

he had perfected, Lieutenant Colonel Tibbets sharply banked the Enola Gay away from the falling 9,000-pound "Little Boy."

After detonation the aircraft flew over the devastated city. Crew members took photographs with hand-held cameras to record the results of an explosion equal to 60,000 tons of TNT. On 15 August, Emperor Hirohito announced the surrender of the Empire of Japan.

After World War II, Colonel Tibbets was-a student in the first class of the Air Command and Staff School (1946-47). He served as a project officer testing the B-47 in Florida, and then returned to Maxwell to attend the Air War College (1953-54).

In the years after the war, independent Air Force professional military education was in its infancy. Few officers qualified as instructors of airpower. Consequently, a great deal of responsibility for instruction rested on the students themselves.. Most were combat veterans. Certainly Colonel Tibbets was among the leaders in this endeavor.

From 1954 to 1956 he served as chief of the War Plans Division, Headquarters NATO, Paris. Subsequently he served as a bomb wing commander, as an air division commander, and in several positions in the Pentagon.

Brigadier General Tibbets retired in 1966.

Dale O. Smith

Dale O. Smith graduated from West Point in 1934. After earning his pilot's wings, he flew bombers in California, Arizona, Hawaii, and Virginia.

He helped develop a bombing technique for the secret Norden bombsight, which proved critical to high-altitude, precision strategic bombing in World War II.

During' the war Smith commanded a squadron of submarine hunters before he was assigned to command a bomb group in England. In that position he flew 31 combat missions in B-17s.

After the war, Colonel Smith attended the second class of the Air War College (1947-48). He remained at Maxwell on the faculty. His specialty was airpower doctrine, or what the Air Force thought was the best way to conduct war. He believed doctrine was derived from ideas and concepts that, when officially approved by the Air Force, should be taught in professional military education schools and practiced in the field. He recognized that basic doctrine is almost timeless, but that other aspects of doctrine, especially those dependent on technical changes, are dynamic.

In the early 1950s Colonel Smith was officially involved in the development of Air Force doctrine. During this period some of the Air Force's most distinguished general officers-Tooney Spaatz, Ira Eaker, Harold George, Larry Kuter, and Possum Hansell-encouraged Smith to write a history of American military doctrine. *US Military Doctrine: A Study and Appraisal* was



Courtesy of AII History Office

Brig Gen Dale O. Smith

published in 1955 and was immediately adopted as an Air University text. The pioneering work was nonparochial; it asserted that wars could be won only with coordinated military, naval, and air forces. Brigadier General Smith ended his service at Air University as director of education.

In 1954 he was assigned to Washington to help support the National Security Council and then Air Force plans. Not only did he negotiate with Saudi Arabia about using Dhahran Air- field but was assigned as commander of the USAF air division there. From 1958 to 1960 he commanded the air division on Okinawa.

In 1961 Major General Smith served as a special assistant to the Joint Chiefs of Staff for arms control. This assignment was followed in 1963 by appointment as Air Force member of the Joint Chiefs of Staffs Strategic Survey Council. In this position General Smith forcefully criticized the Air Force's failure to keep its doctrine current. He believed that the Air Force's thinking was static-stuck in the past.

Smith, like so many generals who, in their formative years before World War II, had served on the faculty of the Air Corps Tactical School, believed that true professionalism rested on a body of knowledge expressed as doctrine. By the early 1960s, with the dominance of nuclear weapons, emphasis on doctrine gave way to emphasis on technology. The folly of this approach was played out in Vietnam.

Hoyt S. Vandenberg

Hoyt Sanford Vandenberg (1899-1954) graduated from West Point in 1923. His graduating order of merit (240th of 261 cadets) belied his potential and future distinguished service.

Following pilot training in Texas, Lieutenant Vandenberg was assigned to the 3d Attack Group, which was pioneering the development of attack aviation. As one of the Air Corps's best attack pilots, he then served as flight instructor and commander of attack and pursuit aircraft units in California, Hawaii, and Texas.

During the 1930s Vandenberg attended three professional military education schools: Air Corps Tactical School (ACTS) at Maxwell Field (1934-35); Army Command and General Staff School at Fort Leavenworth, Kansas (1935-36); and Army War College in Washington (1938-39).

From 1936 to 1938, between the staff school and the war college, Captain Vandenberg served on the ACTS faculty as an instructor of pursuit plane tactics. He acquired a reputation as a "brain," but he had an even more useful talent. He was adept at harmonizing conflicting views-a talent that served him well throughout his career. At ACTS, he promoted team- work among formerly hostile advocates of pursuit and bomber airpower theories.

A Headquarters Air Corps staff assignment followed his graduation from the Army War College. Maj Tooley Spaatz, a friend and staff college classmate, secured the staff assignment for him. Working on plans to expand the Army Air Corps in anticipation of the country's entry into the war in Europe, Major Vandenberg came to the notice of Maj Gen Hap Arnold, chief of the Air Corps. Being in the right place at the right time would be repeated with Gen Ike Eisenhower and Gen George Marshall.

Colonel Vandenberg volunteered to leave Washington staff work. In 1942 he became Gen Jimmy Doolittle's chief of staff (1942-43). His planning for the invasions of North Africa, Sicily, and Italy earned him Eisenhower's approval and promotion to

brigadier general. He also flew more than 25 combat missions from North Africa-as copilot, observer, or gunner-over Tunisia, Italy, Sardinia, and Sicily.

In late 1943 he served as senior airman in the US military mission to the Soviet Union and then, in Washington, helped plan the Allied invasion of Europe. In 1944 Major General Vandenberg rejoined Eisenhower's staff serving as deputy to Air Vice Marshal Sir Trafford Leigh-Mallory, who was commanding the Allied organization to provide air support for the Normandy invasion.

General Marshall selected Vandenberg to command the Ninth Air Force-with some 400,000 men, the largest Air Force during the war. He directed air support for Gen Omar Bradley and Gen George Patton in the drive across Europe. In 19 months, the Ninth flew almost 400,000 missions, lost fewer than 3,000 planes, and destroyed 4,000 German planes in the air and on the ground (plus an unconfirmed 3,000 more enemy aircraft). On Eisenhower's recommendation, Vandenberg was promoted to lieutenant general.



Gen Hoyt S. Vandenberg witnesses President Harry S. Truman sign into law the bill creating the Departments of Defense and Air Force.

During World War II, he had excelled as a staff officer, planner, and commander. After the war, he served in the Pentagon until 1946, when President Harry Truman selected him as the second director of the Central Intelligence Group (later the Central Intelligence Agency).

Vandenberg returned to the Air Force in 1947 and in 1948 became the second chief of staff of the United States Air Force. General Vandenberg served as the architect and builder of the newly created Air Force. He served during the Berlin airlift and the Korean War. He was instrumental in forming the Strategic Air Command and promoting development of fusion nuclear weapons. He promoted the concept of deterrence by struggling- using his gift for diplomacy-against Congress and the Army and Navy to build a strategic air force so strong that no country would dare attack the United States. He did not, however, neglect the importance of tactical aviation.

When General Vandenberg retired in 1953, the Air Force had assumed a central place in national defense.

Curtis E. LeMay

Curtis Emerson LeMay (1905-90) entered aviation cadet training in 1928 after having studied civil engineering at Ohio State University. He received his wings the following year.

He was first assigned to pursuit aircraft. He also completed his university degree, worked with the Civilian Conservation Corps, and flew the airmail. Believing that bombers would have a greater wartime impact than fighters, Lieutenant LeMay switched to bombers in 1936. He was recognized as the best navigator in the Air Corps. In 1937 and 1938 he demonstrated that ships at sea were vulnerable to detection by aircraft. From 1937 to 1938 LeMay served with a flight of B-17 Flying Fortresses during a goodwill tour of South America.

His studies at Maxwell Field's Air Corps Tactical School (1938-39) convinced him all the more of the future importance of aerial bombardment.

On the eve of World War II, LeMay explored potential aircraft ferrying routes to Africa and England. Wartime promotions came rapidly, and by mid-1942 he was a colonel. He trained a bomb group in California and commanded it in England. Not only did he lead many combat missions, but more importantly he greatly improved bombing accuracy by requiring target study and by proving that straight-in bomb runs were more accurate and as safe, if not safer, than evasive bomb runs. As a brigadier general he led the Regensburg raid in 1943, launching from England, bombing in Germany, and recovering in North Africa.

Promotion to major general preceded reassignment in mid-summer 1944 to the China-Burma-India theater and then in early 1945 to Guam in the Mariana Islands, where he led the XX Bomber Command. Lieutenant General LeMay discarded the high-altitude daylight precision bombing procedure that had generally been followed since it was promoted by the prewar Air Corps Tactical School. He stripped his B-29s of armaments to facilitate low-level nighttime, fire-bomb strikes against Japan. In

early March 1945, 335 B-29s devastated much of Tokyo and its industrial capacity; this attack has been called the single most destructive aerial raid in military history. Two of LeMay's B-29s dropped atomic bombs on Japan in August 1945. Gen Tooye Spaatz, the first Air Force chief of staff, called LeMay the greatest air combat commander of the war.

After several postwar assignments in the United States, General LeMay assumed command of US Air Forces in Europe in 1947. He organized air operations for the Berlin airlift.

From 1948 to 1957, General LeMay commanded the Strategic Air Command (SAC). In a period when the United States increasingly relied on its nuclear deterrent, LeMay was SAC. He built new bases and training programs. In its early years, the command had long-range bombers with escort fighters; later it lost the fighters and acquired aerial refueling tanker aircraft. LeMay understood the possibilities of intercontinental ballistic missiles and planned for their development.

As vice chief of staff of the Air Force from 1957 until 1961, he was able to direct the missile and military space program. General LeMay concluded his military career as the chief of staff of the



Swearing-in ceremony for General LeMay as chief of staff of the Air Force

Air Force (June 1961-January 1965). Although LeMay frequently disagreed with defense decisions of Secretary of Defense Robert McNamara and chairman of the Joint Chiefs of Staff Gen Maxwell Taylor, both Presidents John F. Kennedy and Lyndon Johnson extended his initial two-year term as Air Force chief of staff.

Because he was concerned about America's shift toward socialism and the course of events in Vietnam, LeMay ran as George Wallace's vice-presidential candidate in 1968. The American Independent Party candidates received 13 percent of the popular votes.

Muir S. Fairchild

Muir Stephen "Santy" Fairchild (1894-1950) began his military career in 1916 as a sergeant in the Washington National Guard. The following year he became a flying cadet in California, but finished his training in Europe where he was commissioned in 1918. He then flew bombers on the Western Front.

After the war, he held several engineering assignments before participating in the Pan American goodwill tour to South America in 1926-27. President Calvin Coolidge awarded the eight pilots of this four-month tour the first Distinguished Flying Cross. This honor was one of the few times in a distinguished career that Fairchild received public notice or acclaim.

In the 1930s he graduated from the Air Corps Tactical School (ACTS), Army Industrial College, and Army War College before returning to Maxwell Field as an instructor and later as director of air tactics and strategy at ACTS. In this position he became an expert in strategic studies. He was a well-read gentleman and relished including allusions to Lewis Carroll, Mark Twain, and William Shakespeare in his conversation and teaching.

The Maxwell assignment led naturally to the plans division in Washington and then to selection as secretary of the Air Staff in 1941. This was followed by other highly influential Washington assignments. He was able to promote the air- power theories he had studied and helped form at Maxwell and protect airpower



from those, especially in the Navy, who were denigrating its potential role in warfare.

In 1946 he became the first commandant of the newly formed Air University, an institution he planned to be both the mind and the heart of the Air Force. Two years later with his selection as vice chief of staff of the Air Force, he achieved four-star rank. General Fairchild died on duty in Washington in 1950.

In more than three decades of service, Santy Fairchild guarded his privacy while he helped mold the Air Force. He is now appropriately recognized. The Air University Library, the main academic building at the Air Force Academy, and Fairchild Air Force Base, Spokane, Washington, are named in honor of General Fairchild.



Fairchild Library

Earle E. Partridge

Earle E. "Pat" Partridge (1900-90) served as an enlisted man in the Saint-Mihiel and Argonne offensives in 1918. After World War I, he was discharged and then studied for a year at Norwich University, Vermont.

He graduated from West Point in 1924 with a commission as a second lieutenant in the Air Service. After earning his pilot's wings, he remained at Kelly Field, Texas, as a flying instructor.



Courtesy of AJ History Office

Lt Gen Earle E. Partridge

Assignments teaching mathematics at West Point and flying in the Canal Zone and Michigan followed. By 1935 Captain Partridge was a test pilot at Wright Field, Ohio. He completed both the Air Corps Tactical School at Maxwell Field and the Army Command and General Staff School at Fort Leavenworth, Kansas, before World War II.

In 1940 he was promoted to major, instructed student pilots at Maxwell, and helped establish flying schools at Barksdale Field, Louisiana, and Dothan, Alabama. He left Maxwell, however, before the Air Corps Tactical School was closed in 1942 and the Army Air Forces Eastern Flying Training Command began training in earnest. (Maxwell trained 2,653 B-24 and 728 B-29 crews, in addition to 100,000 aviation cadets.)

From November 1941 until December 1942, Lieutenant Colonel and then Colonel Partridge worked in Washington at Army Air Forces headquarters followed by service on the War Department General Staff. From the spring of 1942 until January 1944, Brigadier General Partridge held several positions in Northwest African Air Forces. Major General Partridge next

commanded a bomb division in England where he was decorated not only by his own country, but also by Britain, France, Belgium, and Poland.

Following a postwar tour in the Pentagon, General Partridge went to Japan in 1948 as commander of the Fifth Air Force. He still held that command when the Korean War broke out in 1950. Partridge moved the Fifth to Korea in the summer. By December 1950 the prewar border between North and South Korea had been reestablished near the 38th parallel.

The following April he was promoted to lieutenant general and returned to the United States as commander of the Air Research and Development Command in Maryland. (On 11 April President Harry Truman relieved Gen Douglas MacArthur as the UN commander in Korea and replaced him with Gen Matthew B. Ridgway.) In 1954 Partridge was awarded his fourth star and returned to Japan as commander of the Far East Air Forces.

From 1955 until his retirement in 1959, Gen Pat Partridge served as commander in chief of the Continental Air Defense Command in Colorado.

Glenn O. Barcus

After graduating from the University of Illinois, Glenn Oscar Barcus began his Army career in the cavalry in 1925. Then he entered flying training and completed primary, and advanced flying training by 1927. His early career was in pursuit air- craft, interspersed with tours as a flying instructor and as an intelligence officer. In 1939 Barcus completed Air Corps Tactical School at Maxwell Field.

At the beginning of World War II he commanded a fighter squadron, then helped form the Interceptor Command in Trinidad. This was followed quickly by promotion to colonel and assignment as deputy director of air defense for the Army Air Forces. In 1944 Brigadier General Barcus assumed command of a fighter wing in Italy and then a tactical air command in France.

Following World War II he held several command positions including the Fifth Air Force in Korea during the Korean conflict. He was noted for his analysis of aerial operations and was highly decorated. He was also noted for taunting communist pilots with "This is Barcus; come and get me" as he flew just south of the Yalu River, the boundary that American pilots were forbidden to cross.

He subsequently served as commander of the Air Training Command in Texas and as commander in chief of the North-east Air Command in Newfoundland.

From 1957 to 1960, the final three years of his career, Lieutenant General Barcus served as chief of staff of the US European Command headquartered in Paris.

Nathan F. Twining

Although the son of a pre-dominantly Navy family, Nathan Farragut Twining (1897-1982) served as a corporal and sergeant on the Mexican border until mid-1917, when he entered West Point. The following year he graduated from an abbreviated war-time course.



Courtesy of US History Office

Gen Nathan S. Twining

In the interwar period, he attended Infantry School at Fort Benning, Georgia. In 1924 he Gen Nathan S. Twining earned his pilot's wings and began to gain fighter and attack flying experience. In the mid-1930s, Captain Twining attended the Air Corps Tactical School at Maxwell Field and the Army Command and General Staff School at Fort Leavenworth, Kansas.

During World War II, outstanding officers had opportunities for promotion that are unknown during peacetime. Twining advanced from major at the beginning of the war to lieutenant general at war's end. During this time he served in staff positions at air force headquarters and command positions in the South Pacific. Major General Twining's B-17 was shot down off the New Hebrides and he spent six days in a life raft before being rescued by the Navy.

As commanding general of the Fifteenth Air Force in Italy, he planned the 1943 bombing of the Nazi-held Balkans, including the oil refineries at Ploesti, Romania. At the end of the war in Europe, he was commander of Mediterranean Allied Strategic Air Forces.

After World War II, Twining served as commander of the Air Materiel Command and the Alaskan Air Command. Following service as vice chief of staff of the Air Force, he was selected by

President Dwight Eisenhower in 1957 to succeed Admiral Arthur W. Radford as chairman of the Joint Chiefs of Staff. General Twining was the first Air Force officer to serve as chairman of the JCS.

Because he and President Eisenhower agreed on the primary role of nuclear forces (John Foster Dulles' massive retaliation doctrine), General Twining was able to convert the Air Force to jet aircraft and develop ballistic missiles.

General Twining, however, had views on the use of nuclear weapons that were incompatible with those who advocated tailoring the national politico-military response to the type of threat. For example, in 1954 few agreed with Twining, who advocated using nuclear weapons to relieve French troops besieged by the Vietnamese communists at Dien Bien Phu.

Rather than compromise his opposition to Gen Maxwell Taylor's flexible response doctrine, which he anticipated would be adopted by the United States, he resigned as chairman in September 1960—before John F. Kennedy won the presidential election and adopted a strategy of options. General Twining was one of the few American officers in American history to resign because he could not support government policies.

Thomas S. Power

Thomas S. Power (1905-70) earned his pilot's wings and commission in 1929.

Three years later he was a flight commander in a bomb squadron at Langley Field, Virginia.

He then administered the Civilian Conservation Corps in New Hampshire. In 1934 he flew the airmail when the task was temporarily assigned to the Air Corps. From 1935 until 1938 Captain Power flew with a bomb squadron in the Philip- pines. In 1940 he completed the Air Corps Tactical School at Maxwell Field.



Gen Thomas S. Power

Early in World War II, Power served as assistant operations officer for the Western Command Army Air Forces Training Center near San Francisco, inspector of the Flying Training Center at Fort Worth, commander of a bomb group in Kansas, and chief of operations for the Second Air Force at Colorado Springs. It was not until January 1944, when he began flying B-24 Liberator combat missions in North Africa and Italy, that Colonel Power served in a theater of war.

In August 1944 he returned to Colorado Springs to command the 314th Bomb Wing and relocate it to Guam in the Marianas. In 1945 Brigadier General Power planned and led B-29 Superfortress raids on Japan. On 9 March, 334 B-29s dropped incendiary bombs on Tokyo. This raid, which has been called one of the single most devastating attacks in military history, was followed by raids on other Japanese industrial cities. General

Power concluded his wartime service as deputy chief of operations of the US Strategic Air Forces in the Pacific.

In the summer of 1946, he participated in the atomic tests at Bikini Atoll in the Marshall Islands. Operation Cross-roads- which involved 42,000 people, 251 ships, and 156 aircraft- was the first postwar atmospheric atomic test. Three bombs, one half of the country's stockpile, were detonated to collect scientific data on the effects of atomic weapons. The results were used to determine the effects of radiation and assist in designing surface weapons systems for a new age of warfare.

After several other assignments, including air attaché to London in 1948, he was promoted to major general and became the vice commander of the Strategic Air Command, a position he held until 1954. From 1954 until 1957, Lieutenant General Power led the Air Research and Development Command. From 1957, when he succeeded Gen Curtis LeMay, until his retirement in 1964, General Power served as commander in chief, Strategic Air Command.

John D. Lavelle

Numerous graduates of Air University's professional military education schools attain star rank. The performance of a few, unfortunately, has not been consistently stellar.

John Daniel Lavelle (1916-79) enlisted as an Army Air Corps aviation cadet in 1939, the year after his graduation from John Carroll University. In 1940 he received both his pilot wings and a commission as a second lieutenant.

Before flying as a fighter pilot in the European theater, he served as a flying instructor, squadron commander, and director of flying in Texas. Like so many of his generation, he rose rapidly—from second lieutenant in 1940 to colonel in 1951.

After World War II, Lavelle held a series of highly responsible positions in supply, including negotiations with the Army regarding division of assets when the Air Force was established in 1947 and reorganization of the Far East supply system during the Korean War. After the Korean War, Colonel Lavelle's assignments were in the Military Air Transport Service, the command responsible for worldwide airlift of troops and supplies.

He attended Air War College (AWC) in 1956-57. As with so many other AWC graduates, he was then assigned to Air Force headquarters in the Pentagon, serving there for five years. Following important assignments in Europe and again in Washington, in 1970 he was introduced to the war in South-east Asia as vice commander of Pacific Air Forces.

In 1971 he assumed command of the Seventh Air Force in South Vietnam. Up to this point, Lavelle's star had been rising. A year later he was relieved of his command, forced to retire, and reduced in grade from general to major general.

General Lavelle allegedly disobeyed orders regarding combat rules of engagement. Contrary to political limitations, he instructed his pilots to fire on the enemy before being fired upon and to falsify records to misrepresent the fact. Apparently,

General Lavelle chose his course to protect his resources, his aircrews, and aircraft. Like all commanders he faced the dilemma of balancing requirements of his troops and his mission. He chose his troops and unilaterally chose to change his mission and disregard the commands of his superiors. He failed to understand that in the final analysis, war is a political conflict, not a strictly military one.

Shortly after General Lavelle was fired, the North Vietnamese attempted a conventional armored land invasion of South Vietnam. Political restrictions were removed, and pilots were ordered to use airpower as Lavelle had previously directed. General Lavelle's command decisions will continue to be studied as they are in Maxwell's professional military education schools but there is no question that in the United States, military authorities are subordinate to civil authority and the rule of law.

Khaled bin Sultan bin Abdulaziz

Beginning with French and British Commonwealth airmen in the early 1940s, officers of allied countries have trained in Montgomery. Up to 250 international officers are students at Maxwell each year. Since 1988, 249 of these officers have achieved the highest position in their services.

His Royal Highness Prince Khaled bin Sultan bin Abdulaziz (1949-), nephew of King Fahd of Saudi Arabia, attended the Air War College in 1979-80.

He began his military training at the Royal Military Academy at Sandhurst, England, and completed that two-year course in 1968. During his 25-year military career that followed Sandhurst, he devoted two and a half years to pursue professional military education in the United States. In 1979 he graduated from the Army Command and General Staff College at Fort Leavenworth, Kansas. This stint was followed almost immediately by the Air War College (1979-80) and, in the fall of 1980, a three-month course on international defense management at the US Navy Postgraduate School at Monterey, California.

While a student in the Air War College (AWC), Prince Khaled attended Auburn University at Montgomery (AUM) , earning a master's degree in political science in 1980. He has stated that attending AWC during the day and AUM in the evenings required him to work 15-17 hours a day. Completing both programs did not prevent him from being named an AWC distinguished graduate.

In 1988, Prince Khaled endowed an academic chair at AUM: the Khaled bin Sultan bin Abdulaziz Eminent Scholar in Political Science and International Policy.

General Khaled was appointed the commander of the Royal Saudi Air Defense Forces in 1986. Already Saudi Arabia's authority on missiles, he secretly traveled to China where he purchased surface-to-surface missiles that were to comprise the kingdom's strategic missile force.

His Royal Highness general Khaled bin Sultan culminated his military career as the commander of the Joint Arab Forces and the theater of operations during the 1990-91 Persian Gulf War. His command paralleled that of Gen Norman H. Schwarzkopf, the American commander.

Aware that Saudi contributions to the successful outcome of the Persian Gulf War were not well known in the West, Prince Khaled wrote *Desert Warrior: A Personal View of the Gulf War by the Joint Forces Commander*.

Prince Khaled, born to a station that would have allowed him to live a life of luxury, chose to serve. He was guided by Sandhurst's motto, "Serve to lead," and by a line from an Arab poem, "He who dares not climb mountains will spend his life in the pits."

John A. Warden

John A. Warden III (1943-) came to Maxwell at the end of his career. Within weeks of becoming commandant of the Air Command and Staff College, he revolutionized the school's approach to educating mid-career officers about warfare at the operational or theater level.



Col John A. Warden, USAF, Retired

John Warden's Air Force career began as a "doolie," an Air Force Academy freshman. In 1965 he graduated with a BS in national security affairs and a commission as a second lieutenant. Like most Air Force Academy graduates of his generation, he then attended pilot training.

After a two-year assignment flying F-4Ds in North Carolina, Lieutenant Warden was assigned to Vietnam where he flew OV-10s as a forward air controller supporting Army operations. After 266 combat missions in Vietnam and over the Ho Chi Minh Trail in Laos, he returned to F-4s-this time in Spain.

In 1974-75 Warden earned a master's degree in political science from Texas Tech University. His first Pentagon assignment followed. Officers working in plans are generally some of the finest. Warden, in the Middle East and Africa Division of the Directorate of Plans, was involved in establishing the forerunner of the Central Command-the joint command responsible for the Middle East. Subsequently, he returned to the cockpit and to an operational role.

As a National War College student (1985-86) Colonel Warden wrote *The Air Campaign*, a book that has enjoyed success inside and outside of the politico-military sphere. The book, which deals with forming theater campaign plans that conform to

national political objectives and strategic military goals, is now widely used in professional military education.

The Air Campaign propounds theories similar to those of the strategic bombing advocates of the Air Corps Tactical School (ACTS) in the 1930s. Unlike his predecessors, however, Colonel Warden advocated attacking the will of the enemy's leadership, rather than the enemy's industrial infrastructure. Practically, however, the enemy's will is attacked by destroying his physical resources.

An assignment as commander of a tactical fighter wing in Germany followed the war college and preceded an inevitable return to the Pentagon. In 1988 he was appointed as the Air Force's deputy director for strategy, doctrine, and plans.

Like his ACTS predecessors, war/made it possible to put his airpower theories to the test. Colonel Warden and his staff built the foundation for the Allied air campaign in the Persian Gulf War. The campaign plan itself, and especially Warden's assertion that airpower dominates surface force, precipitated doctrinal debate within the politico-military community. Although the details of air tasking were accomplished in the theater of war, rather than by his plans group in the Pentagon, Colonel Warden's vision of a strategic air campaign prevailed.

After the Persian Gulf War, Colonel Warden was selected to be a special assistant to Vice President Daniel Quayle. In this capacity he worked to improve American commercial competitiveness, to realize the communications potential of the electronic age, and to promote the concept of quality management inside and outside the government.

In August 1992, Colonel Warden became the commandant of the Air Command and Staff College at Maxwell. Within weeks he had devised a test program to radically alter the academic approach of that school. He introduced state-of-the-art computer programs and a very demanding professional reading requirement. Colonel Warden's legacy through ACSC students will certainly exceed even that of his contributions to victory in the Gulf War.

In mid-1995, Colonel Warden retired from the Air Force. Like thousands of other military retirees, he has made his home in Montgomery. Not surprisingly, the management and education consulting firm he has founded focuses on quality and on using computer technology.

Henry H. Shelton

Henry Hugh Shelton was commissioned a second lieutenant from North Carolina State University's Army Reserve Officer Training Corps program in 1966.

He served two tours in Vietnam: from 1966-67 as a Green Beret or Special Forces platoon leader and 1969-70 as an intelligence and operations officer.



Gen Henry Shelton, chairman, Joint Chiefs of Staff

While attending Air Command and Staff College at Maxwell in 1972-73, Capt Hugh Shelton earned a master's degree in political science at Gen Henry Shelton, chairman, Joint Auburn University at Montgomery. He has said that "personal and professional achievements can only be attained when an individual acquires the proper tools for success. For me the tools have been a combination of education and dedication."

During his career, General Shelton has served as an infantry staff officer in Hawaii, an infantry operations officer in Washington state, a deputy director for operations on the Joint Staff in the Pentagon, an infantry battalion commander in Washington state, and a brigade commander in the 82d Airborne Division.

During the Persian Gulf War, as assistant division commander for operations with the 101st Airborne Division, he commanded helicopter forces.

In 1994 Lieutenant General Shelton served as commander of the 82d Airborne Division before becoming the Joint Task Force Commander for Operation Uphold Democracy in Haiti. Following that assignment he became commanding general of the United

States Special Operations Command-the elite organization of 47,000 Army, Navy, and Air Force special operations troops.

On 1 October 1997, General Shelton became the chairman of the Joint Chiefs of Staff, the president's top military advisor. Selection of an officer with an unconventional back- ground- special operations-is unusual. It does, however, reflect a radical reorientation in the world's politico-military affairs following the end of the cold war.

They Served Here
Thirty-Three Maxwell Men

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