

Chiefs of the Army Reserve

Biographical Sketches of the United States Army Reserve's Senior Officers



Office of Army Reserve History

Headquarters

United States Army Reserve Command

Fort McPherson, Georgia

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Biographical Sketches of the United States Army Reserve's Senior Officers

by

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Foreword

After thousands of years of study, we today still attempt to define the true essence of leadership. Even now, no one can delineate the absolute truths of this human quality, nor predict with certainty who will or will not make an able chieftain at any level of leadership. Military leaders especially must prove themselves through success, in peace and war, to pass the litmus test. In many cases, events or situations themselves cause such dormant attributes to awaken in the individual to produce the greatest of leaders. The attributes of good soldiering, which today we call the "Army Values" in the United States Army, are perhaps more definable. These values of loyalty, duty, respect, selfless-service, honor, integrity, and personal courage embody the tradition of America's armed forces. Those soldiers who personified these traditional values emerged during the last two centuries from the crowd to become the significant leaders of the Army and the Army Reserve.

This volume provides an overview of the lives of only a few of the many great leaders who served the Army Reserve since its inception in 1908. The narrative chapters and photographs offer an unparalleled insight of the careers of the United States Army Reserve's chief executive officers during the twentieth century. Although these officers' experiences were different in many ways, one theme was consistent throughout their careers -- they all virtuously exemplified the Army values. A second theme of this volume shows how the responsibility and importance of the Army Reserve's chief executive evolved and expanded over the past century from the functions of a major to that of a lieutenant general. Thus, the management of the Army Reserve today represents a complexity far removed from requirements of eighty years ago. Since the establishment of the "Total Army" in the 1970s, the importance of the Army Reserve to the nation's defense increased steadily. By the time of the Gulf War in 1990, it became clear that the Army could not fight without the active support of the Army Reserve. With each new military operation since then, the burgeoning role of the Army Reserve in supporting the national defense has incrementally advanced the importance of and, correspondingly, enlarged the burden on the shoulders of the Army Reserve chief.

The organization of this monograph into a chapter for each chief, which includes a biographical narrative supplemented by various photographs, allows the reader to gain a well-rounded glimpse of the personalities who shaped the Army Reserve. This volume should also serve as a tribute to all members of the US Armed Forces, and to further develop our understanding of the character and experience of successful military leaders. I recommend this volume to all students of the military profession!

Fort McPherson
Atlanta, Georgia
September 2003

LEE S. HARFORD, JR., Ph.D.
Army Reserve Historian
United States Army Reserve

About the Author

David E. Hilkert, a Pennsylvania native, grew up near Philadelphia and later in Ohio. He earned a bachelor of arts degree in history in 1976 and later obtained a master of arts degree from the Ohio State University in 1983. Hilkert enlisted in the US Army in 1977 and attended Army ROTC at Ohio State while completing graduate school. He graduated as a Distinguished Military Graduate and received a commission in the Signal Corps. He served two tours in Germany in a variety of enlisted and commissioned assignments.

An active Army Reservist since 1987, Hilkert commanded a military history detachment from 1994 to 1999. While he commanded the 317th Military History Detachment, his unit mobilized and deployed to Bosnia and later Hungary. Currently assigned to the 6th Brigade of the 108th Division (Institutional Training) as a lieutenant colonel, he teaches the Combined Arms and Services Staff School Course.

From 1989 to 1999, Hilkert worked as an archivist for the National Archives-Southeast Region. While employed by the National Archives, he served on the organization's national strategic planning group from 1992 to 1993 and received the Archivist's Achievement Award.

Hilkert, a historian with the Office of Army Reserve History at the US Army Reserve Command, joined the staff in 1999. He is the curator for the Museum of the Army Reserve and responsible for military history detachment readiness within the Army Reserve.

Preface

This book would certainly not be possible without the dedicated support and help of many different individuals. I wish to acknowledge and express my deepest thanks to some of those individuals and organizations that provided me that help.

First, all of the former living officers who held the position of chief of the Army Reserve consented to oral history interviews. I owe a debt of gratitude to Major General (Retired) J. Milnor Roberts, Major General (Retired) William R. Berkman, Brigadier General (Retired) Harry J. Mott, III, Major General (Retired) Roger W. Sandler, Major General (Retired) Max Baratz, Lieutenant General (Retired) Thomas J. Plewes, and Lieutenant General James R. Helmly. Each graciously participated in oral history interviews with me and gave freely of their time in sharing their reflections on their lives and tenure as the chief of the Army Reserve. Major General (Retired) William F. Ward, Jr., spent two days with two of my colleagues, Dr. Kathryn Roe Coker and Ms. Deborah Foster-King, and me, organizing personal papers, photographs, memorabilia, and artifacts for transfer to the Office of Army Reserve History, US Army Reserve Command in Atlanta. General Ward also conducted an oral history interview with Dr. Coker. Each of the former chiefs and General Helmly provided invaluable insights into their lives, careers, and decision-making processes that no other source of information could reveal. Each of them donated or loaned photographs from his personal collection. In the instances of Generals Mott, Ward, and Sandler, I must express my deep appreciation to them and their lovely wives (Mary, Mary-Louise, and Jane, respectively) for their very kind and warm hospitality as I visited them in their homes.

Colonel Bernie Cullen, executive officer for the Senior Army Reserve Commanders Association and of the Reserve Forces Policy Board, opened several critical doors to my research by putting me in contact with several of the former chiefs of the Army Reserve and key personnel at the National Personnel Records Center, St. Louis, Missouri. Colonel Frank A. Edens, director, Army Affairs, Reserve Officers Association, furnished very valuable information and photographs of several of the early officers who were the executive for reserve affairs.

Mr. Niels Zussblatt, National Archives and Records Administration, St. Louis, Missouri, provided a very rich gold mine in the form of copies of the original military personnel files of most of the deceased executives and chiefs. He went the extra mile in scanning photos from the files and providing digital images, as well as locating some very elusive files. Mr. Zussblatt also uncovered much information about the deputy chiefs of the Army Reserve. His tremendous support contributed a huge amount of information critical and valuable to this multiple biographical survey.

Ms. Nancy Keating, Library, United States Military Academy, compiled information about all the executives that attended and/or graduated from the academy. Ms. Sheila H. Biles, Special Collections and Archives Division of the Academy library, provided several photographs of early former chiefs.

Ms. Kathleen B. Wade and Ms. Melinda Carter, Office of the Chief of the Army Reserve, General Officer Management Office, St. Louis, Missouri and Ms. Rose Sato, Major Dori Hash, and Major Gena Bonini, Office of the Chief of the Army Reserve, the Pentagon, sent me all of the biographical summaries for the more recent chiefs of the Army Reserve, and assisted me with the more elusive information about the deputy chiefs of the Army Reserve.

Ms. Brenda F. Martin, program support clerk, Records Management Center, Department of Veterans Affairs, St. Louis, Missouri, furnished several Veterans Administration files for quite a few of the chiefs and executives that are now deceased.

Mr. Ken Schlessinger, Mr. Will Mahoney, and Mr. Mitch Yockelson of the National Archives at College Park, Maryland, guided me through the immense collection of records from the Office of the Executive for Reserve Affairs at the archives. Mr. Nick Natanson of the Still Picture Reference Team, National Archives at College Park, provided very valuable information from the enormous photographic collection in the National Archives holdings.

Lieutenant Colonel Mike Perry, Mr. Tom Hendrix, and Colonel Robert Jackle, of the Military History Institute, Carlisle Barracks, Carlisle, Pennsylvania all ensured that I received biographical information, oral history interview transcripts, and photographs of former executives and chiefs, while Mr. Rick Baker of the Institute's Library Reference Staff, provided me with very helpful support and guidance during my visit there.

Ms. Bonnie Henning, research analyst, the Institute of Heraldry, Fort Belvoir, Virginia, provided a wealth of information on the flags of the chiefs of the Army Reserve.

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Mr. Paul A. Ryan, family member of Major General Charles A. Thompson, provided valuable family information and documents. Ms. Elizabeth Nielsen, University Archives, Oregon State University, Corvallis, Oregon; Ms. Kim Sulick, assistant archivist for the Golden Gate National Recreation Area, National Park Service; Ms. Nancy Dean, Division of Rare and

Manuscript Collections, Carl A. Kroch Library, Cornell University; Mr. Brad Castleberry, community relations officer, Public Affairs Office, Fort Benning, Georgia; and Mr. Walter W. (Buck) Meeks, III, curator of the Fort Stewart Museum, provided photographs of Thompson.

Mr. Jerry Porter, manager of Communication Services of the Walter O. Boswell Hospital, Sun City, Arizona and Mr. Steven Boswell, grandson of Lieutenant Colonel Walter O. Boswell, both provided photographs and biographical information. Mr. Jim Boswell, of Ketchum, Idaho, and nephew of Boswell, provided his recollections and knowledge of his uncle during an oral history interview. Mr. Rick Wartzman of the *Wall Street Journal*, Los Angeles, graciously forwarded information about the Boswell family from his forthcoming book with Mr. Mark Arax, *The King of California: J.G. Boswell and the Making of a Secret American Empire*. Mr. Andrew Woods, research historian at the First Division Museum at Cantigny, Wheaton, Illinois, furnished a photograph of Boswell.

Mr. Jim Enos of Carlisle, Pennsylvania, provided photographic support with images of Colonel Douglas Potts from the Military History Institute collection.

Mr. Pegram Harrison and Mr. Worthington Romaine, cousins to Colonel John C. Pegram, both shared information about Pegram and the Pegram family.

Mr. William C. Reed, Sr., and Mrs. Helen Reed, step-grandson and step-granddaughter-in-law of Lieutenant Colonel Frederick B. Ryons, provided biographical information and a photograph of his grave. Mr. John Culhane, animation historian and journalist, shared information about his Uncle James ("Shamus") Culhane, Walt Disney animator and son-in-law of Ryons.

Ms. Tamar Chute, associate university archivist, the Ohio State University, and Mr. Terry Van Meter, director of the US Cavalry Museum, Fort Riley, Kansas provided information and photographs concerning Lieutenant General Stanley H. Ford.

Mrs. Nancy Stone (Devine) Moberly, Dallas, Texas, participated in an oral history interview about her grandfather, Major General David L. Stone, Jr. Her cousin, Mrs. Constance Lee, of Alexandria, Virginia, furnished biographical information and copies of numerous clippings, articles, and records about Stone. Mr. Robert T. Chapel, archives technical assistant, University of Illinois at Urbana-Champaign, provided information concerning the tenure of Stone at the campus. Mr. Gilbert, head of the University of Georgia Archives and Special Collections, sent me information about Stone's tenure as professor of military science at the University of Georgia. Mr. Alan Archimbault, museum director of the Fort Lewis Military Museum, provided a photograph of Stone, as well as information on his career, including a copy of a handwritten letter from the general's widow.

Mrs. Louise Ripple, Honolulu, Hawaii, graciously participated in an oral history interview concerning her father, Lieutenant General Charles D. Herron. Ms. Johanna Herring, archivist, Robert T. Ramsay, Jr. Archives Center, Wabash College, Crawfordsville, Indiana,

furnished much invaluable information regarding Herron's career. Ms. Judi Bowman, curator of the US Army Museum of Hawaii, Fort Shafter, Honolulu, Hawaii, and Mr. Mike Timonin, Archives, George C. Marshall Foundation, Lexington, Virginia, provided photographs of Herron.

Mr. Fred Hartshorn and Mr. Ed Davenport, both of Tucson, Arizona, provided news clippings and photographs of their grandfather, Major General Edwin Hartshorn.

Ms. Penelope Krosch, archivist, University of Minnesota, Minneapolis, Minnesota and Ms. Arlette Copeland, special collections assistant, Mercer University Tarver Library, Macon, Georgia, sent information concerning Major General John H. Hester.

Mr. Rodney Gorme Obien, archivist and special collections librarian, George C. Gordon Library, of Worcester Polytechnic Institute, furnished newspaper and journal articles on Major General Frank E. Lowe. Corbis Images provided a Korean War photograph of Lowe. Ms. Anita Holland, archives technician, and Ms. Pauline Testerman, audiovisual archivist, at the Harry S. Truman Library, Independence, Missouri, furnished additional Lowe photos.

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Mrs. Elizabeth Bres Robbins, Memphis, Tennessee, daughter of Major General Edward S. Bres, gave many of her impressions about her father in an oral history interview. Mr. Tom Ryan, my colleague, friend, and command historian for the 90th Regional Readiness Command, provided information on Bres of New Orleans.

Mr. Wendell Westover, II, wrote his recollections about his father, Brigadier General Wendell Westover, including much information about his military career. He also provided numerous photographs of his father. Ms. Elaine Engst, Division of Rare and Manuscript Collection at the Carl A. Kroch Library, Cornell University, made many documents about Westover available to me.

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Each of the following former deputy chiefs of the Army Reserve, provided me with information concerning their tenure (see Appendices C and D): Major Generals (Retired) J. Milnor Roberts and Russell I. Berry; Major Generals Ross Pickus, Paul C. Bergson, Robert M. Diamond, and Karol A. Kennedy; Brigadier Generals Carl D. McIntosh, Harry J. Mott, III, J. Ronald Carey, Thomas J. Kilmartin, Eugene J. Mincks, Donald E. Lehman, Elmus S. Ussery, and David T. Zabecki; Colonel Lee W. Fritter; and, of course, Lieutenant General J. Ronald Helmly. Mrs. Mary Kennedy, widow of Brigadier General Sabe Kennedy, Jr., spoke with me concerning her late husband.

I wish to express very special gratitude to Major General Zabecki, former deputy chief of the Army Reserve (individual mobilization augmentee), editor of *Vietnam* magazine, and now deputy chief of staff, mobilization and reserve affairs (individual mobilization augmentee), US Army, Europe; and to my colleagues of the Office of Army Reserve History at the US Army Reserve Command: Dr. Lee S. Harford, Jr., Army Reserve historian; Dr. Kathryn Roe Coker, research historian; Ms. Deborah Foster-King, archivist; and Lieutenant Colonel C. Paul Pierett, historian. Their insightful suggestions and patient guidance were very beneficial to me in writing this history, and their kind friendships have made our working relationships very pleasant and enjoyable. They all contributed enormously to this project with their dedicated editing and shared expertise.

Many individuals, agencies, and organizations made this history possible, but I am responsible for interpretations made and conclusions drawn, as well as for any errors of omission or commission.

Fort McPherson
Atlanta, Georgia
September 2003

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Lieutenant General Thomas J. Plewes, following his promotion on 13 June 2001, stands with all of the living former chiefs of the Army Reserve. Left to Right: Brigadier General (Retired) Harry J. Mott III; Major General (Retired) Roger W. Sandler; Major General (Retired) William F. Ward, Jr.; Lieutenant General Plewes; Major General (Retired) J. Milnor Roberts; Major General (Retired.) William R. Berkman; and Major General (Retired) Max Baratz. (Photo by Lieutenant Colonel Randy Pullen, Public Affairs and Liaison Directorate, Office of the Chief of the Army Reserve)



Brigadier General John McAuley Palmer helped establish the position as chief at the new Organized Reserve Corps. (US Army Photo)

History of the Office of the Chief of the Army Reserve

In recent times, the chief of the Army Reserve managed the readiness of approximately one million citizen soldiers who spanned the globe and stood ready to defend the vital interests of the United States anywhere in the world. To accomplish this task, the chief of the Army Reserve managed an annual budget of nearly \$4.2 billion, and administered a command and control structure encompassing some fifty major subordinate commands and installations located at 1,200 sites throughout the world.

Since 1991, the chief of the Army Reserve served in three distinct capacities. First, through the Office of the Chief of the Army Reserve in the Pentagon, he advised and directed federal reserve forces throughout the world, to include the Army Reserve Personnel Command, St. Louis, Missouri. Second, as the deputy commanding general for reserve forces, United States Army Forces Command, headquartered at Fort McPherson, Georgia, he provided advice on reserve affairs in the continental United States. Third, as the commanding general of the United States Army Reserve Command, also located at Fort McPherson, he commanded nearly all the Army Reserve units in the continental United States.

The role of the Army Reserve chief evolved significantly since its origin, when the Army established the position of Chief of the Reserve Section as an additional duty under the G-2, War Department General Staff. In those early days, the chief functioned as a liaison for the officers and enlisted men of the Organized Reserve Corps with the War Department. This officer functioned as a manager of an expanding federal reserve force in existence since 1908. The National Defense Act of 1916 established the Officers' Reserve Corps and the Enlisted Reserve Corps. By February 1917, approximately 500 Army Reserve officers received commissions, along with nearly 2,000 officers in the older, but still separate Medical Reserve Corps. Following the rapid growth of reservists with America's entry into World War I, and their important role demonstrated during the war, some planners in the War Department saw the need for greater attention to the Organized Reserve.

The need for providing guidance at the Army staff level, poor training opportunities, and an unrealistic view of mobilization of the Organized Reserve all contributed to serious problems for the Organized Reserve forces. Army Chief of Staff John J. Pershing (Chief of Staff, 1921-1923) provided the much needed focus for correcting those problems. He realized the benefit of having a staff officer available at the War Department to answer questions and evaluate recommendations made by Officers' Reserve Corps members. Colonel John McAuley Palmer, a member of Pershing's personal staff, took special interest in the Organized Reserve forces, although his role remained entirely advisory in nature. From 1921 to 1923, Colonel Palmer managed Organized Reserve Corps affairs. Colonel Willis Uline, Colonel Palmer's friend and



Colonel Stone, the first executive for reserve affairs, circa 1924-26. (US Army Military History Institute)



A chief of the Army Reserve is sworn into office at the Pentagon, Washington, DC. Brigadier General Henry Mohr receives promotion to major general and sworn in as chief of the Army Reserve. Shown administering the oath is Major General Verne L. Bowers, the adjutant general, while Mrs. Mohr, General Fred C. Weyand, chief of staff, and Secretary of the Army Howard H. Callaway look on. 2 June 1975. (Photo by Wayne C. O'Neill, US Army Audio-Visual Agency, Pentagon. National Archives)

chief of staff of the 98th Organized Reserve Division, suggested in a letter of 27 September 1922 that the War Department establish a Chief of Organized Reserve comparable to the previously established Chief of the Militia Bureau. Uline's letter to Colonel Palmer stated that the Organized Reserve needed a full-time spokesman at the War Department headquarters. He argued that a regular Army officer should fill this requirement, disposed to develop a strong

reserve component reporting directly to him. Such a reserve bureau, Uline wrote, acquired survival value. A succession of inept or weak chiefs would scarcely nullify its influence.¹

Colonel Uline's suggestion found support within the War Department. On 1 March 1923, General Pershing responded to the proposal with a memorandum to the Army's deputy chief of staff. He directed the proper section of the General Staff to study the question of establishing an agency in the War Department. Pershing noted that the agency should be one ". . . whose express function will be to handle questions pertaining to the Reserves, that is, an agency to which Reserve officers seeking information or with recommendations to make, or any business relating to the Reserves, could go and receive a cordial welcome and thoughtful consideration."²

On 12 June 1923, Memorandum 42, Military Intelligence Division, established a Reserve Section in the Military Intelligence Division of the War Department General Staff. The section disseminated information on Organized Reserve activities and served as the War Department's point of contact with units and members of the Organized Reserve. Major Charles F. Thompson, then serving in the War Department's Military Intelligence Division, assumed the additional duty of chief of the Reserve Section. After serving a few weeks in the position, Major Walter O. Boswell, a former aide-de-camp to General Pershing, succeeded him.

Paragraph 24 of Special Order 53, War Department, dated 5 March 1927, moved the Reserve Section to the Office of the Assistant Secretary of War and designated it as the Office of the Executive for Reserve Affairs. This order appointed Colonel David L. Stone as the first executive for reserve affairs. A letter from the secretary of war to the executive for reserve affairs, dated 11 March 1927, defined the functions of the new office. Under the reorganization, the office provided reserve officers and their associations with a War Department contact and acted as liaison between them and the secretary of war. An executive order, not congressional legislation, established the new Office of the Executive for Reserve Affairs. The executive served at the will of the chief of staff of the Army.

The Reserve Officers Association, an organization founded in 1922 to act as an advocate for the young Organized Reserve Corps and to promote and develop military preparedness, passed a resolution at its 1927 national convention that urged Congress to pass legislation establishing a reserve division in the War Department. Senator David A. Reed of Pennsylvania introduced a bill the following year for the establishment of a reserve division ". . . responsible for the study and coordination of all details pertaining to the Reserve, the ROTC, and the Citizens' Military Training Camps." The bill required a Regular Army major general as the chief of the Reserve Division, supported by a small staff of officers, three selected from the Officers' Reserve Corps. In March and April 1928, the Senate Committee on Military Affairs

¹ I. B. Holley, Jr., *General John M. Palmer, Citizen Soldiers, and the Army of a Democracy* (Westport, CT: Greenwood Press, 1982), 511.

² "General Pershing Conceived Idea of Army Reserve Staff Agency," *The Army Reservist* (January 1955), 10.



General John J. Pershing depicted as chief of staff, US Army. (Oil painting on canvas by Richard Leopold Seyffert, 1975, Art Collection, US Army Center of Military History)



State, War, and Navy Building (now known as the Eisenhower Executive Office Building), looking from the northwest. Located on 17th Street, Washington, DC, it housed the offices of the first officers who served as chief of the Reserve Section/Branch and executive for reserve affairs. The White House is barely visible in the background at the extreme right, January 1932. (National Archives)

conducted hearings for the bill. Several spokesmen for local chapters of the Reserve Officers Association voiced opposition to the proposed legislation. They voiced a fear that adoption created a bureau under which the reserve existed separately from the Army, comparing it to the way that the Militia Bureau had separated the National Guard from the Army. Bill opponents argued that a statutory office for reserve affairs possibly hampered the current relationship and urged that the reserve remain an integral part of the Army. The committee concurred with this view and the bill died in committee—nearly forty years passed before the Office of the Chief of the Army Reserve attained statutory status within the Army.³

The Executive for Reserve Affairs established its new office in the State, War, and Navy Building, located next to the White House and headquarters to the State, War, and Navy Departments. The building originally contained five wings built on five acres of land in 1888. The Executive Branch still occupies this structure, now known as the Eisenhower Executive

³ Victor Bruce Hirshauer, *The History of the Army Reserve Officers' Training Corps: 1916-1973* (Baltimore, MD: n.p., 1975), 115-117.

Office Building. By 1931, the executive for reserve affairs moved into an office in room 217 of the building and remained there until 1939.

On 4 November 1930, in a memorandum of the secretary of war to the chief of staff, the Office of the Executive for Reserve Affairs transferred to the Office of the Chief of Staff. An officer of the Regular Army, the executive held responsibility for “. . . facilitating activities pertaining to the Officers’ Reserve Corps and the Organized Reserves of the United States.”⁴ While the executive had direct access to the chief of staff under this arrangement, he also served at the pleasure or whim of the chief. The Office of the Executive for Reserve Affairs undoubtedly achieved greater status with the promotion of Colonel Charles D. Herron to brigadier general in October 1934. The Army assigned General Herron as the first incumbent executive for reserve affairs to hold the general officer rank. Despite this, Brigadier General Edwin S. Hartshorn, who served as the executive from 1935 to 1938, observed in 1936 that “. . . the Chief of Staff [of the Army] retains to himself the supervision and control of the Reserve Component of the Army of the United States. . . . All instructions issued by the Office of the Executive for Reserve Affairs are given in the name of the Chief of Staff.”⁵ The National Defense Act did not provide for the position of executive. The executive's office, kept at minimal staffing level, consisted of the executive and a secretary as late as September 1936.⁶

As Europe stood on the brink of war in the summer of 1939, the executive’s office, along with many other War Department officials, moved into the temporary Munitions Building located on the north side of the Mall at 20th Street and Constitution Avenue, Northwest. The move for the executive and many of those other War Department offices occurred sometime between April and August 1939. The executive first occupied room 2020 of the “tempo” or temporary building.

On 21 August 1940, the executive acquired liaison functions with the Reserve Officers Training Corps (ROTC) by a letter from the secretary of war to the executive for reserve affairs. In a letter to the War Department in February 1934, Mr. Ralph C. Bishop, secretary of the Civilian Military Education Fund, first proposed the concept for these new duties for the executive for reserve affairs. Mr. Bishop pointed out the need for an “Executive for Reserve Officers' Training Corps (ROTC) Affairs” to serve as a point of contact in the War Department for college officials and to coordinate ROTC policies and administration. He suggested the executive for reserve affairs as the logical officer to facilitate such a role.

⁴ *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, Memorandum, Major General C. W. Bridges, The Adjutant General, Tab A, subject: Executive for Reserve Affairs, to the Chiefs of all War Department Arms, Services, and Bureaus, 4 November 1930.

⁵ Memorandum, Brigadier General E. S. Hartshorn, Executive for Reserve Affairs, to Mr. Murray, Investigator for the Civil Service Commission, September 8, 1936, National Archives, Record Group 319, Entry 343, Box 100.

⁶ Colonel James T. Curry and Colonel Richard B. Crossland, *Twice the Citizen*. (Washington, DC: Office of the Chief, Army Reserve, 1997), 36.

In the latter part of 1938, Army Deputy Chief of Staff General George C. Marshall, a Virginia Military Institute graduate and a strong advocate of the ROTC program, started exploring Mr. Bishop's suggestion. General Marshall discussed the proposal with the Executive for Reserve Affairs Brigadier General Charles F. Thompson in January 1939. Following some consideration, General Thompson expressed concern that acquiring responsibility for both Army Reserve and ROTC affairs could require long absences from Washington and interfere with the role then assigned to corps area commanders throughout the United States. He recommended the gradual introduction of ROTC responsibilities by the executive for reserve affairs on an experimental basis. In August 1940, the executive received the liaison functions in accordance with this recommendation.⁷

With the new designation as executive for ROTC affairs, the executive received authority for the initiation of action on any matters pertaining to the ROTC by making ". . . suitable recommendation to the appropriate Division of the General Staff."⁸ On 20 June 1941, with the growing importance of the ROTC program on the eve of the United States' entry into World War II, the War Department redesignated the Office of the Executive for Reserve Affairs as the Office of the Executive for Reserve and ROTC Affairs.⁹ With added responsibilities for the office came a further allocation of staff on 16 April 1941. The executive received two additional officers, a lieutenant colonel and a captain.

Just three months after the United States entered World War II, Army Chief of Staff General George C. Marshall initiated a major reorganization of the War Department in response to new demands for planning and implementation of wartime policies. The reorganization created three new commands: the Army Air Forces, the Army Ground Forces, and the Services of Supply (later renamed the Army Service Forces.). The Army Service Forces held the responsibility for supply (or technical) and administrative services, the nine geographically based corps area, and most Army installations throughout the United States.

Because of the Marshall reorganization, Circular 59, War Department, dated 2 March 1942, the Executive for Reserve and ROTC Affairs moved on 9 March 1942 under the Adjutant General's Office, which came under the Administrative Services Division, part of the Army Service Forces Command. At the time of this shift, the Office of Executive for Reserve and ROTC Affairs remained relatively small in comparison to other offices within the War Department. The executive's staff consisted of three military assistants and three civilians who performed clerical and stenographer duties. He continued to formulate and coordinate War

⁷ Hirshauer, 118-121.

⁸ *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, Memorandum, Major General E. W. Adams, the Adjutant General, Tab C, subject: Additional duties of the Executive for Reserve Affairs, to Colonel John H. Hester, 21 August 1940.

⁹ *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, News Release, War Department, Bureau of Public Relations, Tab D, 20 June 1941.



The War Munitions Building, Washington, DC—second home of the Office of the Executive for Reserve Affairs and Executive for Reserve and ROTC Affairs, 1939 to 1942. (National Archives)

Department policies pertaining to reserve affairs and Organized Reserve units, as well as to procure reserve officers from ROTC, Civilian Military Training Camps, and civilian life. The ROTC responsibilities of the executive included an advisory role on policies that affected the selection of the kinds, types, and locations of colleges and universities for senior ROTC units. As the United States prepared to fight in World War II, the executive also considered policies that affected the training of reserve offices and units of the Organized Reserve and their mobilization responsibilities.

Until June 1942, the Executive for Reserve and ROTC Affairs remained under the Adjutant General's Office, after which it realigned directly under the Chief of Administrative



The War Munitions Building, Washington, DC, taken 20 July 1938. (US Army Signal Corps photo in the National Archives)

Services, which still reported to the Army Service Forces Command.¹⁰ As the military establishment rapidly expanded in the Washington, DC area, the federal government built a new building to accommodate the many offices of the War Department and Navy. This new building, situated on the west bank of the Potomac River, became the Pentagon. Sometime between November 1942 and 14 January 1943, the executive for reserve and ROTC affairs moved from the Munitions Building into his first Pentagon office, located in room 3C928.

Due to the mobilization for the war effort, by the latter part of 1942, the vast majority of Organized Reserve Corps officers now served the Army on active duty. In addition, the Office

¹⁰ Hirshauer, 122-123, and *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, General Order No. 16, Headquarters, Services of Supply, Washington, DC, Tab E, dated 27 June 1942.

of the Executive for Reserve and ROTC Affairs continued to function as the point of contact for those thousands of reserve officers not mobilized because of age or physical disqualifications and those former reserve officers who now desired to renew their former connections to the Army. This large number of non-mobilized reserve officers created a flurry of activity for the executive. The Army also involved the office with studies on reserve and ROTC matters and plans for the reorganization of the reserve component and its integration with the Regular Army following the war.

On 12 November 1943, the Army abolished the Administration Services Division, Army Service Forces Command, and placed the Office of Executive for Reserve and ROTC Affairs under the leadership of the Director of Personnel, Army Service Forces.¹¹ On 17 May 1945, transferred completely from the Army Service Forces, the Office of Executive for Reserve and ROTC Affairs once again reported to the chief of staff, and functioned as a War Department special staff activity.¹² At this time, the office consisted of a Reserve Affairs Branch, an ROTC Affairs Branch, and an Information and Records Section.¹³ In response to the growth and recognized importance of the Army Air Forces, an Air Force officer joined the Office of the Executive for Reserve and ROTC Affairs in December 1945. The Air Force officer advised and assisted the executive in Army Air Force Reserve and ROTC Affairs, maintaining liaison with all agencies in Headquarters, Army Air Forces related to the Organized Reserve Corps and ROTC.¹⁴ Shortly after the war, the office grew to a staff of six officers and four civilians.¹⁵

On 7 December 1954, the Army re-designated the Office of the Executive for Reserve and ROTC Affairs as the Office of the Chief of the Army Reserve and ROTC Affairs. Change 14 to Special Regulation 10-5-1, dated 16 October 1956, made the chief responsible to the newly established Office of the Assistant Chief of Reserve Components. A major shift in the internal organization and responsibilities of the chief came on 13 February 1963 with General Order 7, Department of the Army, which re-designated the office as the Office of the Chief of the Army Reserve. With this change, responsibilities for ROTC affairs transferred from the Chief of the Army Reserve to a separate division under the Office of Chief of Reserve Components. The Office of Chief of Reserve Components was short-lived and abolished on 20 May 1974.

Following the 1963 transfer of ROTC responsibilities, the Office of the Chief of the Army Reserve consisted of four divisions and two offices: Organization and Training Division;

¹¹ *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, Army Service Forces Circular No. 116, Headquarters, Army Service Forces, Washington, DC, Tab F, 12 November 1943.

¹² *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, General Order No. 39, War Department, Washington, DC, Tab G, 17 May 1945.

¹³ *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, War Department General Staff Circular 5-13, War Department, Washington, DC, Tab H, 9 July 1945.

¹⁴ *General History of the Office of Executive for Reserve & ROTC Affairs: 1923-1946*, 9.

¹⁵ *Ibid.*, 11.

Personnel Division; Logistics Division; Comptroller Division; Information Office; and Administrative Office. An executive officer, later designated as the deputy chief of the Army Reserve, managed the operation of the divisions and offices.¹⁶

In 1967, the issue of having a statutory chief of the Army Reserve came before Congress yet again. In September 1967, Secretary of the Army Stanley R. Resor stated before the Senate Committee on Armed Services that the Army could support a statutory chief of the reserves similar to that of the National Guard Bureau. Secretary Resor, however, opposed giving such an office for the Army Reserve much autonomy, arguing that such responsibilities belonged to the Army chief of staff or to his office. Despite some of the controversial issues surrounding the establishment of a statutory chief of the Army Reserve, legislation supporting its creation passed through Congress and became effective on 1 January 1968 as Public Law 90-168.

Nominated by the president on 23 April 1968, the 60th anniversary of the Army Reserve, and then confirmed by the Senate on 17 May 1968, the incumbent chief of the Army Reserve, Major General William J. Sutton, served as the first "statutory" chief of the Army Reserve. The new law called for the chief of the Army Reserve to function as an advisor on Army Reserve affairs to the Army chief of staff, and required that the chief be an Army Reserve officer with at least ten years commissioned service in the Army Reserve. The president appointed the chief to a four-year term, with the advice and consent of the Senate. The position called for an officer in the rank of major general, and eligible to succeed himself.¹⁷

The Office of the Chief of the Army Reserve acquired special staff status, as affirmed by Army Regulation 10-5, Department of the Army, 1 April 1975, following the abolishment of the Office of the Chief of Reserve Components in 1974. The Office of the Chief of the Army Reserve and the National Guard Bureau both now reported directly to the Army chief of staff.¹⁸

Although achieving greater recognition at the highest levels, the Army continued to relocate the Office of the Chief of the Army Reserve throughout the Pentagon. In May 1986, the Office of the Chief of the Army Reserve relocated to room 3E390 in the Pentagon, an area of the Pentagon later damaged on 11 September 2001 by the tragic crash of the hijacked American Airlines Flight #77.

¹⁶ "Section B: History and Development of Office of the Chief, Army Reserve," *Know Your Army (Strength in Reserve)*, circa 1963, in the William J. Sutton Papers, US Army Reserve Historical Research Collection, Office of Army Reserve History, US Army Reserve Command.

¹⁷ Curry and Crossland, *Twice the Citizen*, 181-182.

¹⁸ Major Francis T. Julia, *Army Staff Reorganization, 1903-1985* (Washington, DC: US Army Center of Military History, 1987), 39.



The Pentagon, home of the Office of the Executive for Reserve and ROTC Affairs and Chief of the Army Reserve, since 1943. Viewed from the south, the photo depicts Washington, DC, in the background. Photo taken 23 July 1947 by Corporal Moore. (National Archives)

In the late 1980s, concern within the Army increased about command and control issues in the Army Reserve. Army Reserve major commands had two chains of command—US Army Forces Command, headquartered at Fort McPherson, Georgia, and the Office of the Chief



An aerial view of the headquarters building, US Army Reserve Command, Fort McPherson, Georgia, on 29 November 2000. (Taken by Ms. Susan Norvick, Multi-media Specialist, Training Support Center, Fort McPherson, Georgia.)

of the Army Reserve. Thus, the chief of the Army Reserve still had little authority over major commands throughout the Army Reserve. The Army addressed these issues with the creation of the US Army Reserve Command as a provisional command at Fort Gillem, Georgia, on 1 October 1990. The command fully activated a year later on 18 October 1991 as a major subordinate command of Forces Command.¹⁹ The chief of the Army Reserve, designated as the commanding general of the new command, commanded all Army Reserve forces assigned to Forces Command, while continuing to serve as the principal staff advisor on Army Reserve issues to the Army chief of staff. The chief also assumed the position of deputy commanding general for reserve forces, Forces Command. In addition, as commanding general of the US Army Reserve Command, the chief of the Army Reserve became responsible for managing and executing all operational and maintenance funding (OMAR), as well as the personnel funding (RPA) allocated by the Department of the Army to the Army Reserve.²⁰ Major General William F. Ward, Jr., incumbent chief of the Army Reserve, served as the first commanding general of the new US Army Reserve Command. In late 1997, the Army located the US Army Reserve Command headquarters permanently in its own headquarters building at Fort McPherson, Georgia.

After years of increased reliance upon the Army Reserve and the Army National Guard, and based on numbers of troops and facilities under their control, the Army now seriously considered elevating the ranks of both chiefs of the reserve components. Selected legislators introduced legislation in Congress in late 2000, and the House and Senate passed the Fiscal Year 2001 Floyd D. Spence National Defense Authorization Act, which directed the military services to grant a third star to the heads of their reserve components. On 27 April 2001, Secretary of Defense Donald H. Rumsfeld announced that President George W. Bush nominated both Major General Thomas J. Plewes, chief of the Army Reserve, and Major General Roger C. Schultz, director of the Army National Guard, for appointment to lieutenant general. The Senate confirmed the nominations on 24 May, and the Army promoted both men in a ceremony at the Pentagon on 13 June 2001.²¹

¹⁹ Kathryn Roe Coker, *The US Army Reserve Command (USARC): The First Years, 1 January 1989 to 31 December 1992* (Atlanta, GA: US Army Reserve Command, 1994), 161-162.

²⁰ *Ibid.*, 81-82.

²¹ Lieutenant Colonel Randy Pullen, "History Made: Leaders of Army Reserve, National Guard don third star in historic first," *Army Reserve* (Summer 2001), 6-7, 58; and "Director, National Guard and Chief, Army Reserve Confirmed for Promotion to 3-star rank," US Army News Release #01-146, 1 June 2001.



The headquarters building, US Army Reserve Command (USARC), located at Fort McPherson, Georgia. The building, completed in 1997, is part-time home to the chief of the Army Reserve, who also serves as the commanding general, USARC, 26 September 2000. (Taken by Sean Quinn, Training Support Center, Fort McPherson, Georgia.)



Obverse of the Chief of the Army Reserve Coin.

Reverse of the Chief of the Army Reserve Coin.



Created and provided by Lech Promotions, Peachtree City, Georgia, 13 June 2001. (Courtesy of Lech Promotions. Photo by Susan Norvick.)

The Army Reserve Emblem 1972 -

DESCRIPTION: On a dark blue disk the bust of a Minuteman (Captain John Parker) in cocked hat on a pedestal, between two branches of olive or within a dark blue designation band with gold inner and outer borders inscribed UNITED STATES ARMY RESERVE in gold.

SYMBOLISM: The minuteman has traditionally been used to represent the citizen soldier. The wreath signifies achievement and accomplishment. Gold is symbolic of honor and excellence and dark blue signifies loyalty.

BACKGROUND: The emblem was approved for use as a plaque in 1972 and is used as an unofficial identification device of the United States Army Reserve.

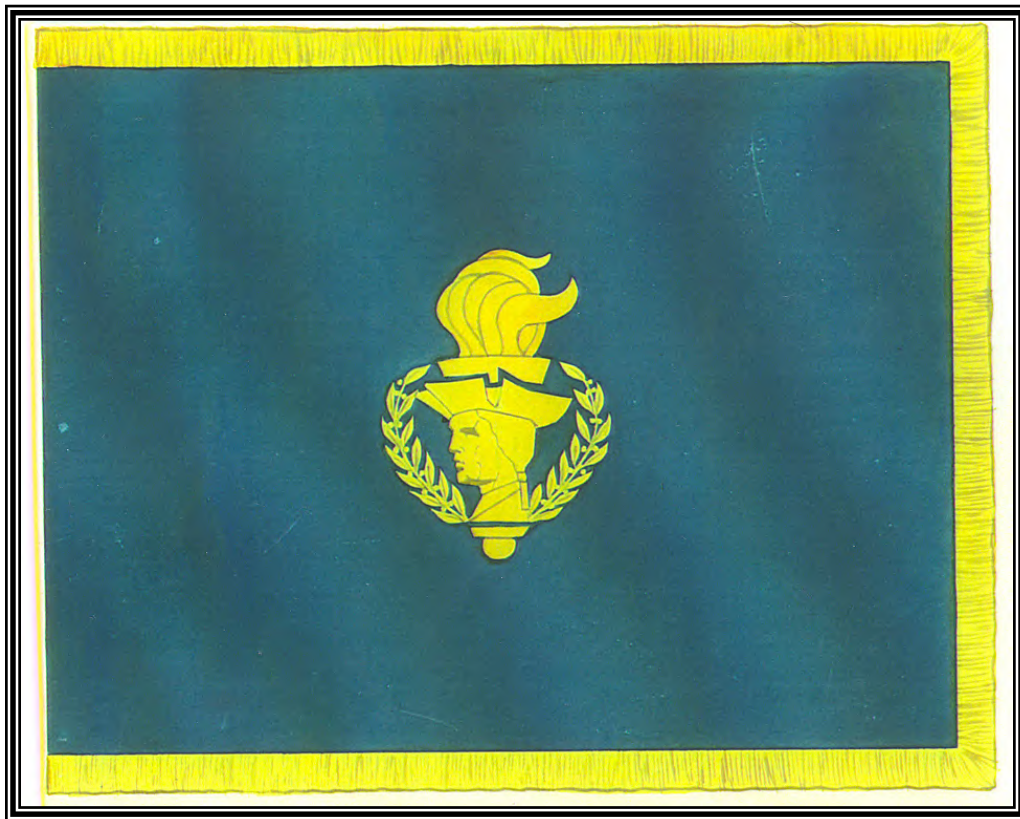


The Army Reserve Emblem, 1972 -

Distinguishing Flag
Office of the Chief of the Army Reserve and ROTC Affairs
2 August 1960 – 17 November 1970

DESCRIPTION: Within a wreath formed by two olive branches, a torch inflamed surmounted by the bust of a Minuteman in profile all or [gold].

SYMBOLISM: The torch, symbolic of the ROTC, and the Minuteman, represent the coordination of Army Reserve and ROTC Affairs under one office. The wreath represents accomplishment. The teal blue background represents branch unassigned.



Distinguishing Flag, Office of the Chief of the Army Reserve and ROTC Affairs, 2 August 1960 – 17 November 1970