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EXECUTIVE SUMMARY:
SENIOR OFFICER ORAL HISTORY PROGRAM INTERVIEW OF GENERAL (RETIRED) ARTHUR E. BROWN, JR.

BY

COLONEL ROGER D. KNOX
United States Army

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USAWC STRATEGY RESEARCH PROJECT

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EXECUTIVE SUMMARY:
SENIOR OFFICER ORAL HISTORY PROGRAM INTERVIEW OF GENERAL (RETIRED) ARTHUR E. BROWN, JR.

by

Colonel Rodger D. Knox
United States Army

LTC (Ret) Thomas L. Hendrix
Project Adviser

U.S. Army War College
Carlisle Barracks, Pennsylvania 17013

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ABSTRACT

AUTHOR: Rodger D. Knox, Colonel, United States Army

TITLE: Executive Summary: Senior Officer Oral History Program Interview of General (Retired) Arthur E. Brown, Jr.

FORMAT: Strategy Research Project

DATE: 20 May 1996 PAGES: 19 CLASSIFICATION: Unclassified

This paper summarizes information provided by General (Retired) Arthur E. Brown, Jr. during interviews conducted by Colonel Rodger D. Knox in February and March 1996 as part of the U.S. Army War College/U.S. Army Military History Institute Senior Officer Oral History Program. The summary consists of a general outline of General Brown's personal history covering significant activities and events of his career and life from birth in 1929 to his retirement activities. Included is a list of questions prepared for the interview and General Brown's service resume. The transcript of the interviews is in the archives of the U.S. Army Military History Institute, Carlisle Barracks, PA 17013-5008.
Executive Summary of
General Arthur E. Brown, Jr.
Senior Officer Oral History Program

General Arthur E. Brown, Jr. retired in January 1989 with
over 35 years active federal service to the United States of
America. His last duty assignment was as the Vice Chief of Staff
for the United States Army at Headquarters, Department of the
Army at the Pentagon. Included in this assignment was membership
on the Joint Requirements Oversight Council (JROC). If you
review General Brown's biography one could easily miss the
important aspects of the career development of a great leader and
officer. This is not a "kiss and tell" report on the
shortcomings of mankind or even the Army system. It is however a
compelling story of an ordinary man rising to greatness in the
Army. This oral history provides the background and development
of one of our great leaders and generals. The questionnaire used
to conduct this interview is at Appendix A. General Brown's
biography is at Appendix B.

General Brown was born on 21 November 1929 in Manila,
Philippines. His father, Art Brown, Sr. was an Army dental
surgeon assigned at Fort William Mckinley near Manila. When
General Brown was a few years old his father was reassigned to
Chanute Army Air Field in Rantoul, Illinois. At age seven, the
family returned to the Philippines and remained there until age
ten. It was during this time that the seed for a military life
for General Brown was planted. While at Fort Stotsenburg ten year old Art Brown was befriended by a soldier out of the 23d PAC artillery battalion and they spent just about everyday horseback on the trails in the hills and mountains north of Manila. The closeness of the Fort Stotsenburg military community made a lasting impression on General Brown. They left the Philippines in February 1940. General Brown was one of the last officers to leave with his family prior to World War II. His father was reassigned to Fort Monroe, Virginia as the post dental surgeon for two years. Although not Catholic, General Brown attended school at Saint Mary's Catholic School and got a full dose of Dominican discipline. Again the closeness of the military community of Fort Monroe left a lasting mark on General Brown. At age twelve his father was reassigned to Camp Rucker, Alabama. These formative four years in Enterprise, Alabama were important. General Brown established lifelong friendships through the Boy Scout program and the Coffey County High School sports programs playing half back on the football team. General Brown's father got orders for Camp Shelby, Mississippi in the middle of his senior year at Coffey County High School. General Brown moved with his family and then returned to Coffey County High School in June to graduate with "his" class. General Brown graduated at age 16 as a mediocre student who loved sports. His father decided that General Brown should be a lawyer and pushed in that direction. General Brown went to the University of Alabama in the Fall of 1946 in a six year Combined Degree program to become
a lawyer. He participated in and enjoyed the ROTC program but after an academically mediocre two years General Brown dropped out and went to live in Washington, D.C. where his mother had moved when his father was assigned to Germany. Jerry Sullivan, a friend of the family, provided the career counseling, guidance and mentoring that General Brown needed. It started with the basic question, what do you (General Brown) want to do with your life? General Brown clearly wanted to be an Army Officer and Sullivan's prep school would launch him on his way. The friendships made at Sullivan's and at West Point at the Military Academy continued to grow over the years and have been significant in the career of General Brown. Sullivan's prepared him for West Point and West Point prepared him to be an Army officer. General Brown found his calling plebe year at West Point. He truly loved the military life and discipline and was happy in that decision. His father wanted him to choose Engineer Branch but by the time his turn on the order of merit list came, all Engineer quotas were taken and he choose infantry. General Brown graduated from West Point in June of 1953. Twenty-nine General Officers came out of the class of 1953. Three made four star rank; General Glenn Kay Otis, General Jerome Francis O'Malley, USAF, and General Arthur E. Brown, Jr. The importance of the comradery of West Point graduates cannot be understated. Names of classmates and other alumni come up time and again over the 35-year career of General Brown.

Immediately after graduation General Brown married Jerry
Cook of Savannah, Georgia and they started off excited about the future. General Brown first attended Infantry Officer Basic Course followed by Airborne and Ranger training. His first assignment to the 508th Airborne Regimental Combat Team (RCT) took him to Fort Benning and Fort Campbell. General Brown's first daughter, Marian was born at Fort Campbell.

In August 1954 General Brown left Fort Campbell for the 60th Infantry Regiment, 9th Infantry Division in Heilbronn, Germany. Jerry and Marian joined him in December 1954. General Brown filled numerous positions in the 60th Infantry Regiment as Platoon Leader and Recon Officer, Assistant S-3, Company Commander of Headquarters Company, 2nd Battalion and Company Commander of Company L, after the Regiment returned to Fort Carson, Colorado. His second daughter, Nan Brittain, was born prior to departing Germany. General Brown's tour at Fort Carson lasted a year and in January 1958 he attended the Infantry Officers' Advanced Course at Fort Benning, Georgia. Arthur E. Brown, III was born at Fort Benning. Upon graduation in June 1958 he was assigned as the Assistant Professor of Military Science (PMS) at Florence State College (University of North Alabama today). This was to be three years of mentoring young Americans to be better Americans. General Brown attended Command and General Staff College (CGSC) at Fort Leavenworth as a very junior captain (2 years time in grade). He was selected below the zone for promotion to major. Leaving CGSC in July 1962, General Brown went to Vietnam as the Civil Guard battalion
advisor in Vinh Binh Province.

After leaving Vietnam General Brown attended the University of Pittsburgh Graduate School of Public International Affairs and received a masters degree in Public and International Affairs. Of the five Army officers attending the University of Pittsburgh that year, two became four-star generals, General Brown and General Roscoe Robinson, the first black American four-star general.

In December 1964 General Brown was assigned to the Combat Development Command (CDC) at Fort Belvoir, Virginia. This was General Brown's first assignment to a large staff organization. He worked in the Long Range Planning Office looking at Army 80, Army 85, Army 90 and Army 95. General Brown was promoted to lieutenant colonel while at CDC. He also spent some time on temporary duty (TDY) working in the Department of the Army Deputy Chief of Staff for Operations and Plans (DCSOPS) in the Pentagon assigned to the Provn study, which was the long range classification and role development of Vietnam.

After two and a half years at CDC General Brown was chosen to be the Executive Assistant to the United States Representative to the NATO Military Committee, Admiral Ward. This assignment only lasted a year for two reasons. First was General Brown's selection to attend the Army War College. Second was Admiral Ward's retirement. As it turned out, these two events happened simultaneously.

Attendance at the Army War College as a very junior
lieutenant colonel who had not yet commanded at the battalion level was a very pleasant surprise. In his class were two other individuals that achieved four-star rank, General Richard E. Cavazos and General William J. Livsey.

Upon graduating in June 1969, General Brown returned to Vietnam. Once again his family returned to Savannah, Georgia to be around Jerry's family during the separation. General Brown spent a couple of months as the Americal Division liaison officer to the 3d Marine Amphibious Force headquartered in Da Nang. When the 1st Battalion, 52d Infantry Regiment, 198th Infantry Brigade, Americal Division command came open, General Brown took command. General Brown got his first taste of dealing with the press while in command. On "Black Arm Band Day" a photograph had captured a picture of a number of his soldiers wearing black arm bands. General Brown dealt with the follow-on press interviews in a very honest and open manner and the incident soon passed. After the normal six months of command General Brown was assigned as the Deputy Senior Advisor to the 14th Infantry Regiment back in Vinh Binh province where he had been assigned on his first tour in Vietnam.

General Brown returned from Vietnam to the Army War College as a faculty instructor. Shortly after arrival at Carlisle Barracks, General Brown was selected for promotion to colonel. This was his second below the zone selection. He had been selected below the zone to major also. There had not been a below the zone selection when he was selected to lieutenant
colonel due to the war in Vietnam accelerating everyone's promotions. General Brown did not see a real difference in the classes of 1971, 1972 and 1973, however the class of 1973 produced seven four-star generals; General Carl Vuono, General H. Norman Schwarzkopf (who had been in the 198th Infantry Brigade with General Brown on his second tour in Vietnam), General Fred Woerner (who had served in the Delta region of Vietnam with General Brown on his first tour), General John Foss, General John R. Galvin, General Earl T. O'Loughlin and General Thomas C. Richards.

In February 1973 General Brown was selected for brigade command and in August 1973 assumed command of the 1st Brigade, 1st Infantry Division, Fort Riley, Kansas. General Brown took his Brigade to Reforger 73 and supported ROTC summer camp in the summer of 1974. General Brown was once again grooming cadets to be the future leaders of the Army.

General Brown went from brigade command to the Pentagon to be the Chief, Force Plans and Structure Division in the Force Programs and Structure Directorate of the Office of the Deputy Chief of Staff for Operations and Plans (DCSOPS), Headquarters Department of the Army. He moved from this position in May 1976 to be the Executive to the Deputy Chief of Staff for Operations and Plans, General Vessey. Shortly thereafter General Shy Meyer moved up from the ADCSOPS position to be DCSOPS. General Meyer had been the Assistant Ccommandant at the Army War College while General Brown was on the faculty there. General Brown served as
the exec to the DCSOPS longer than anybody in that position but was the first one not to be promoted to brigadier general out of that position. In fact he was passed over twice to brigadier general. He left ODCSOPS in July 1978 to be the Assistant Division Commander for Support (ADC S) for the 25th Infantry Division in Hawaii. This was a one-star position that had been downgraded to a colonel position.

While serving as the Assistant Division Commander for Support, General Brown was selected for promotion to brigadier general and became the Assistant Division Commander for Maneuver (ADC M). The combination of these two positions in the very busy 25th Infantry Division was a tremendous building block for professional development. The Division Commander, General Clyde Lynn coached General Brown by telling him that he would have the opportunity to command a division some day but not now. The message was to keep the division chief of staff informed on what was happening, however, General Brown would not get the opportunity to command a division or a corps. That did not slow General Brown down.

General Brown left Hawaii in July 1980 to return to his alma mater, the United States Military Academy at West Point as the Deputy Superintendent. The first class of women cadets had just graduated from West Point. The use of alcohol and the presence of women were two issues that dramatically changed the environment at West Point from when General Brown was a cadet. Selected for a second star in November 1980 and promoted on 1
June 1981, General Brown was moving again.

General Brown took command of the United States Army Readiness and Mobilization Region IV headquartered in Fort Gillem, Georgia. Working with the Reserve and National Guard gave General Brown a real appreciation for the sacrifice that the citizen soldier makes to be prepared to assist in the defense of the country.

A War College classmate, General Dick Cavazos, now the four-star commander of Forces Command (FORSCOM) nominated General Brown to be the Director of the Army Staff. General Shy Meyer was the Chief of Staff of the Army (CSA) and General Brown worked for him until he retired. General Brown spent four years as the Director of the Army Staff. His challenge was to ensure that the staff was responsive to the direction of the Chief of Staff and the Secretaries of the Army and Defense. Jack Marsh was the Secretary of the Army, General John Wickham was the Chief and General Max Thurman was the Vice Chief of Staff of the Army. The bombing of the Marine barracks in Beirut, the invasion of Grenada, the development of Air Land Battle Doctrine and Deep Battle Doctrine kept the Army Staff and it's director fully engaged. General Brown's emphasis on personal fitness for the Army Staff was exemplified when General Brown ran and completed the Marine Corps Marathon. In November 1986 General Brown accompanied General Wickham on a trip to Japan. It was on this trip that General Wickham announced that General Brown would be nominated to succeed General Thurman as the VCSA.
General Brown became the Vice Chief of Staff of the Army in June 1987 and held that position until he retired in January 1989. The Iran Contra affair and the Goldwater Nichols Defense Reorganization Act of 1986 were significant events during his tenure. As a member of the Joint Requirements Oversight Council he was instrumental in preparing for the events that would challenge the Army such as operations Just Cause and Desert Shield and Desert Storm.

General Brown states his greatest legacy is the development of the leaders that will follow him. General Brown is still involved in helping others follow him through numerous non profit organizations to include the West Point Alumni Association, leadership programs, Boys and Girls Clubs, the United Way and many others.
APPENDIX A

USAWC SENIOR OFFICER ORAL HISTORY PROGRAM (SCOHP)

PROPOSED INTERVIEW PLAN FOR:

General ARTHUR E. BROWN, JR.

INTERVIEWER: COLONEL RODGER KNOX

1. BASIC TOPICS/SUBTOPICS

a. Childhood and early education background: To develop an understanding of the way in which your personality was shaped along with your moral outlook and value development. Are there any particular individuals that shaped your overall character?
(1) Military dependant. Can you summarize moving around the world with Col Arthur E. Brown DDS. Sister Nene
(2) Boy Scouts
(3) Secondary Education
   (a) 1946 Graduation from Coffee Co High School / Ft Rucker. Sports you were involved in?
   (b) Boy Scouts, or other interests or hobbies?
(4) Influences toward a military career? Impact of WWII?
(5) What other issues of your formative years would you like to discuss?
(6) 46-48 Univ of Alabama, Lib Arts
(6) 48-49 Sullivan Sch, Wash D.C. West Point Prep School. Why West Point?

b. West Point (class of 53)
(1) Influence of classmates
   (a) 29 General Officers, Generals Glenn Kay
      Otis, Arthur E. Brown, Jr. and Jerome Francis
      O'Malley
   (b) 30 Dec 51 Aircraft accident in Phoenix, Az
(2) Impact of Korean War

c. Early career development: Experiences/acquaintances that influenced later career: impressions of quality of Army (people, schooling, doctrine, leadership, etc.). At what point did you decide to make the Army a career and why?
2LT Jun 53

(1) Jul 53 - Mar 54 Infantry Officer Basic Course, Platoon Leader Co A, 508th Airborne Infantry, and Ranger Course. Would you talk about your overall impressions of the Army in those early years, specifically as an officer in a segregated Army?

Married Ms Jerry Cook 53?
Can you summarize your courtship with Jerry?
Marian Born 54?
1LT Dec 54

(2) Sep 54 - Apr 55 Plt Ldr & Recon Off, 60th Inf Regt, 9th ID, Germany

Nan Born 56?

(3) Apr 55 - Sep 56 Asst S3, 60th Inf Regt, Germany
(4) Sep 56 - Jan 57 CO, HQ Co, 2d Bn, 60th Inf Regt, Germany & Ft Carson
(5) Jan 57 - Dec 57 CO, Co L, 60th Regt, Ft Carson

Arthur Jr. Born 58?

CPT Aug 59

(6) Aug 58 - Jul 61 Asst PMS, Florence State Col, Florence, Ala. What were your major challenges as an ROTC instructor (pre Vietnam)?

d. Field grade development

(1) Jul 61 - Jul 62 CGSC 62. What was student life like compared to your view of it today?
(2) 10 years in Company Grade. How did those initial assignments prepare you for assignment as VCSA?

MAJ Jun 63

(2) Aug 63 - Dec 64 Univ of Pitt, Intl Aff. Coming back from Vietnam and going straight to being a full time student? Describe this experience.
(3) Jan 65 - Apr 67 Stf Off, HQ USACDC, Ft Belvoir

LTC Feb 67

(4) Apr 67 - Sep 67 Stf Off, USACDCILC, Ft Belvoir
(5) Sep 67 - Jul 68 Exec Asst to US Rep, NATO Mil Comm, Brussels. Who was this and any reason besides AWC for it being so short? Impact of family?


(8) Sep 69 - Feb 70 CO, 1st Bn 52d Inf, 198th Inf Bde, Americal Div, Vietnam. Command climate, Quality of your Battalion, Was risk taking encouraged? Racial challenges? Any close calls that you would like to discuss? Who were the influential members of your chain of command?

(9) Mar 70 - Apr 70 Sr Advsr, 14th ARVN Regt, 9th Div, Vietnam. How had the ARVN forces change since 1963?

(10) Apr 70 - Jul 70 Dep Sr Advsr, 9th ARVN Div, Vietnam

COL May 72, Who promoted you? Any special memories?

e. COL

(1) Aug 70 - Jul 73 USAWC Faculty Instructor 7 Generals in class of 73, John W. Foss, John R. Galvin, Earl T. O'Loughlin, Thomas C. Richards, H. Norman Schwarzkopf, Carl E. Vucno, Frederick F. Woerner, Jr. Did you know them as students?

(2) Aug 73 - Feb 75 Commander 1st Brigade, 1st Infantry Division, Fort Riley, Kansas. Who were the influential people in your chain of command?

(a) What were your command objectives and did you achieve them? How was your command climate different as Bde Cdr? Racial problems of the time? Integration of women into the Army? Drug problems? What was the key to your success? Any major deployments or exercises?

(3) Feb 75 - May 76 Chief, Force Plans and Structure Div, ODCSOPS DAMO-FD. Who was the ADSCOPS-FD?

(4) May '76 - Jul 78 Exec to DCSOPS. Who was the DCSOPS and how were you selected? Did he frock you prior to going to Hawaii?

f. General Officer Service. Who was your mentor to help you get to be a GO and how did they help you in the process? What decided your first assignment as a GO?

BG Jan 79
(1) Jul 78 - Jul 80 ADC 25th Infantry Division. Did you take a your team/cadre with you or did you develop your team from scratch? Comments on women and minorities in the Division? All volunteer force? Any superstar subordinates that you have helped along the way?

MG Jun 81, Who promoted you?

(2) Jul 80 - Sep 81 Dep Superintendent USMA, West Point. What were your challenges at West Point? First females? Ethics/honor system? Alumni Association involvement? What was your general impressions of the Plebs of the 80's?

(3) Sep 81 - Jun 83 CG USA Readiness and Mobilization Region IV, Fort Gillem, Ga. What challenges working with the Reserves/National Guard gave you the most problems? How much impact did you feel you had on the readiness of the Reserves and National Guard? What are your views on the post Vietnam decision to place a significant portion of the Combat Service Support structure in the Reserves?

LTG May 83

(4) Jun 83 - Jun 87 Director of the Army Staff. Did you have the freedom and flexibility that you wanted? What were your instructions from General Wickham CSA and General Thuman VCSA? Any personal military projects you would like to comment on such as Combat Field Feeding/MRE's, Air Land Battle Doctrine, Model Instillation, NOES/IMA, ACSIM, Automation/Forecast, Year of the Family, National Museum of the US Army? People you have mentor'd, LTG Dubia? Other projects, MC marathon?

General Jun 87

g. Jun 87 - Jan 89 Vice Chief of Staff of the Army

(1) General Vuono CSA
(2) Comments on Goldwater Nichols Act starting Jointness/JROC. What was your relationship to the other Services Vice Chiefs? CINCs?
(3) What do you feel was your greatest contribution to the Army, Military or America?
(4) Did lack of command of Div or Corps hinder you as VCSA?
(5) What made the greatest demand on your time? How did you manage time for POAC and running PT and family time?
2. Raising a Military Family
   a. When and how did you meet your wife?
   b. Spouse influence throughout your career
   c. Raising three kids in the military

3. Transition to Civilian Life
   a. When did you decide to leave the military service?
   b. What was/is the most difficult part of the transition?
   c. Describe what you are doing today. Compare today's level of responsibility, authority, pay etc to that of VCSA.
   d. How do you keep involved in the affairs of the Army and country today? USMA Alumni Pres? etc. What do you see as the major challenges facing the Army/Country today?

4. What people had spiritual influences on your lifestyle?

5. If you could change one thing in your military career, what would you have changed? What is your most valued military memory?

6. What observations do you have on the fall of the Berlin Wall, Just Cause, Desert Shield/ Desert Storm or the Army's draw down?

7. What advise do you have for today's USAWC class of 96?

8. What would you say that you are best known for and to what do you attribute to your success? Selection of your successors? The selection process?

9. Plans for the future?

10. What are the tough or embarrassing questions you were afraid I would ask but didn't?
RESUME OF SERVICE CAREER

of

ARTHUR EDMON BROWN, JR., General

DATE AND PLACE OF BIRTH 21 November 1929, Manila, Philippines

YEARS OF ACTIVE COMMISSIONED SERVICE Over 35

DATE OF RETIREMENT 28 February 1989

MILITARY SCHOOLS ATTENDED
The Infantry School, Basic and Advanced Courses
United States Army Command and General Staff College
United States Army War College

EDUCATIONAL DEGREES
United States Military Academy - BS Degree - Engineering
University of Pittsburgh - MPA Degree - Public and International Affairs

FOREIGN LANGUAGE(S) None recorded

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<td>Nov 53</td>
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<td>Platoon Leader, Company A, 508th Airborne Infantry, Fort Benning, Georgia</td>
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<td>Chief, Force Plans and Structure Division, Force Programs and Structure</td>
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<td>Jul 78</td>
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<td>Jul 80</td>
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ARThUR EDMON BROWN, JR., General

PROMOTIONS

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<td>6 Aug 59</td>
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<td>CPT</td>
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<td>MAJ</td>
<td>28 Feb 67</td>
<td>2 Jun 74</td>
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<td>LTC</td>
<td>15 May 72</td>
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<td>COL</td>
<td>8 Feb 79</td>
<td>1 Jun 81</td>
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<td>BG</td>
<td>1 Jun 81</td>
<td>22 Jan 82</td>
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<td>MG</td>
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<td>LTG</td>
<td>24 Jun 87</td>
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US DECORATIONS AND BADGES

Defense Distinguished Service Medal
Distinguished Service Medal (with Oak Leaf Cluster)
Silver Star
Legion of Merit (with 3 Oak Leaf Clusters)
Distinguished Flying Cross (with Oak Leaf Clusters)
Bronze Star Medal with V Device (with 2 Oak Leaf Clusters)
Meritorious Service Medal
Air Medals
Joint Service Commendation Medal
Army Commendation Medal with V Device
Combat Infantryman Badge
Parachutist Badge
Ranger Tab
Joint Chiefs of Staff Identification Badge

SOURCE OF COMMISSION USMA

SUMMARY OF JOINT ASSIGNMENTS

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Dates</th>
<th>Grade</th>
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<tbody>
<tr>
<td>Advisor, Civil Guard Battalion, Vietnam</td>
<td>Jul 62-Jul 63</td>
<td>Major</td>
</tr>
<tr>
<td>Executive Assistant to United States</td>
<td>Sep 67-Jul 68</td>
<td>Lieutenant Colonel</td>
</tr>
<tr>
<td>Military Representative, North Atlantic Treaty Organization, Brussels, Belgium</td>
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<td></td>
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<tr>
<td>* Americal Division Liaison to III Marine Amphibious Force, Vietnam</td>
<td>Jul 69-Sep 69</td>
<td>Lieutenant Colonel</td>
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<tr>
<td>Deputy Senior Advisor, United States</td>
<td>Feb 70-Jul 70</td>
<td>Lieutenant Colonel</td>
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<tr>
<td>Military Assistance Command, Vietnam</td>
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<td>* Joint Equivalent</td>
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As of 28 February 1989