

# John Edward Scully, Jr

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Interviewed virtually by Leah Cohen

Transcribed by Sonix with corrections by Leah Cohen

Edited by Leah Cohen & John Scully

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**Cohen:** [00:01:51] Hi, so let's let's begin. Today is June 4th, 2021. My name is Leah Cohen and I'm the Oral History and Reference Manager at the Pritzker Military Museum & Library. On behalf of PMML, I'm honored to interview Major General John Scully. General Scully served not only on the active duty, but also in the Reserves, not only in the home front but also in Vietnam. I know that I've certainly learned by reading about your background how essential logistics is to the military for so many for so many reasons. So we thank you very much for coming in today virtually. And we look forward to hearing your story. So we'll begin at the beginning. Where and when were you born?

**Scully:** [00:02:47] I was born in Chicago, Illinois, in 1943. I was actually born in a hospital that doesn't exist anymore. I forget the name of it,<sup>1</sup> but I was born in Chicago and grew up in Chicago, Elmwood Park, Illinois, and Westchester, Illinois.

**Cohen:** [00:03:07] So what was it like growing up in these three different places?

**Scully:** [00:03:11] Well, my father was an electrician for Illinois Bell Telephone Company. He installed telephones for fifty years back in the day when telephones were black, and they were dial and they went on somebody's desk. I went to a Catholic grade school in Divine Infant in Westchester, Illinois, graduated from eighth grade in 1956 and went to Fenwick High School in Oak Park, Illinois. Had a good experience in high school. I was in the marching band; I played the clarinet and that was basically my main activity at Fenwick. I majored in political science and graduated in 1960 and entered the University of Notre Dame in September of 1960.

**Cohen:** [00:04:06] Did you have any--?

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<sup>1</sup> When reviewing the transcription, Major General Scully recalled that the name: St. Ann Hospital.

**Scully:** [00:04:07] Go ahead.

**Cohen:** [00:04:08] Sorry. Sorry. Did you have any brothers or sisters?

**Scully:** [00:04:13] I had a younger brother who was five years younger than me. He was born in 1948. He also attended Fenwick and he played on the 1966 Catholic League Championship team. Unfortunately, James passed away at the age of forty-four many years ago, so he hasn't been around for well, probably twenty-five years. So.

**Cohen:** [00:04:39] Was your father or any other relatives in the military?

**Scully:** [00:04:47] My dad was not. I was born in '43, so the war was going on. But I had an Uncle Martin Reaney Uncle Marty was in the [US] Navy in World War II, I'm sorry, World War I. And I had another Uncle Harry [Allenbrand] who served in the Pacific in World War Two. Harry was a tech sergeant. He was, actually he brought home a piece of Tojo's cloth<sup>2</sup>, a piece of it that had blood on it. I'm not quite sure what he did and how he got Tojo's cloth, but he was involved in the capture of Tojo. And Harry and Marty were both very proud of their military service. Marty in the Navy and Harry in the [US] Army. Harry went on to become the personnel director of the Chicago Park District, and he had an influence in that he was always proud of his military service.

**Cohen:** [00:05:51] It's interesting. Did you talk to him about it a lot?

**Scully:** [00:05:56] Not really. I was a young boy and no, we really never, never really talked about his military service. I just knew that he was in the service. I knew that somehow in the course of time, Tojo's cloth came down into the family. I don't even know where it's at today, but I remember that story. And I do have pictures of Harry and Marty in their military uniforms.

**Cohen:** [00:06:29] And what did you study at the University of Notre Dame?

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<sup>2</sup> Hideki Tojo was general of the Imperial Japanese Army during World War II.

**Scully:** [00:06:33] Okay, I studied English literature at Notre Dame, much to my parents' chagrin. They thought I should have been in the business school, [chuckles] but I studied English. I enjoyed it. Back in those days, Notre Dame was an all-male school and English appealed to me. And so, I studied English. And when I graduated, I went out and pursued a master's degree in English literature as well.

**Cohen:** [00:07:00] How did it come about that you joined the ROTC [Reserve Officer Training Corps]?

**Scully:** [00:07:06] I joined ROTC - when you were a freshman at Notre Dame, back in 1960, you had two choices. You could either be an ROTC or you could go to physical education. And I really wasn't much in the physical education or that kind of stuff. I wasn't in sports. And the ROTC seemed like an interesting alternative...if there were two, if there were six thousand students at Notre Dame, probably half of them, maybe fifteen hundred were in ROTC, you know, freshmen, sophomores, juniors and seniors. And so I was able because of my band experience at Fenwick, I was asked to join the ROTC band, which is kind of funny, but it was enjoyable. We did the marching, and we were the ones that played the music when the troops passed in review, I also found that you had to take one or two courses a year in military history, which we're taught by sergeants and captains in the ROTC program. And it kind of complemented my English study of English literature and I enjoyed studying military history. And so, I stayed at ROTC at Notre Dame. After my sophomore year. I had to make a decision that I want to stay. And remember, I came from a family that we didn't have a lot of money, and believe it or not, I got twenty-seven dollars and thirty-five cents a month for being an Army ROTC as a junior and senior. And, you know, it's hard to say that you enjoyed something, but I found it to be very interesting. I did not wear my uniform on campus a lot. My dormitory was right next to the ROTC building, so I'd run down to ROTC at the first class of the day, come back to my room, take my uniform off, and then go to class for the rest of the day. [Both Laugh]

**Cohen:** [00:09:18] Did you choose to study at Notre Dame because it was in alignment with your faith or your practice as a Catholic?

**Scully:** [00:09:25] I chose to study at Notre Dame for a couple of reasons. I had applied. First of all, it was a Catholic school. And so, you're right, Notre Dame, I applied to Notre Dame, St.

Joseph's College in Rensselaer, Indiana, and John Carroll University in Cleveland, Ohio, and Notre Dame. The family had a history. My mother's mother, my grandmother [Cohen interjects: Wow]. Her cousin was one of the *Seven Mules* that played with the *Four Horsemen*.<sup>3</sup>His name was Chuck Collins. And Chuck was kind of somebody we all ... [idolized]. It seemed like a nice thing to do as to apply to Notre Dame and see if I got it. I was lucky enough that I got into Notre Dame. And fortunately, my father's mother, May Scully worked for Sears Roebuck as a secretary. And when she passed away in the early 1950s, she left an estate of three hundred thousand dollars which I think about it back in the fifties, that's a lot of money. Dad got one One-hundred and fifty thousand dollars of it and that paid my two thousand [dollars for tuition]. People laugh at this, but my room board and tuition for one year at Notre Dame was two-thousand dollars back in the 1960s. So that paid for my tuition at Notre Dame. So I went to college. Fortunately, when I graduated, I had no debt, and the ROTC money gave me good spending money. So it was a nice balance. I love Notre Dame. I still do, to this day. I'm very active at the university.

**Cohen:** [00:11:04] Wow. And what was the ROTC summer program like? I believe at Fort Riley, Kansas?

**Scully:** [00:11:11] Yeah, when I went to -- between your junior and senior year, you had to do a I think at the time it was a six-week summer camp, annual training, and it was at Fort Riley, Kansas, and as I said earlier, I'm not very athletic. So I was probably last in my platoon and last in my company in just about everything, shooting a rifle, doing physical training. And it was kind of, you know, the captain said to me, he said, "You know, Cadet, I'm not sure that we are going to move you on." And then very fortu[nately] -- and the guys knew it -- the guys in my my platoon and squad knew it. And fortunately, we did a squad attack of a hill and that's taking eight guys and going up the side of the hill and taking the machine gun nest to the top. And I did it very successfully and the captain looked at me and said, "You have leadership skills, Son, and I think you should stay in the Army and ROTC." And so, I did. He passed me on. I actually qualified for everything. I was able to shoot my rifle. But I was a marksman, a sharpshooter, not a marksman. I was whatever the lowest level was that's me. And graduated and moved on to senior year. I was not a cadet officer. I was the cadet sergeant major in the band. And so, as a

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<sup>3</sup> Famed football players at Notre Dame.

result, I graduated in 1964 and I was commissioned on June 7th, 1964. And my wife and my, my fiancée at the time, who's now still my wife and my mother pinned my bars on me.

**Cohen:** [00:13:03] How lovely, how lovely. One thing that struck me was what you had written on the pre-interview questionnaire that after doing this squadron attack practice, you wrote, you realize, "the Army could be instrumental in developing my managerial skills." And I was wondering, was it innate that you had like an inclination to be able to organize and lead people?

**Scully:** [00:13:28] I would say that I have a lot of common sense and I know how to get things done through other people. And probably back when I was twenty years old, I probably couldn't articulate that, but I felt that I could do things. When I worked for the Chicago Park District as a summer employee, I was in a civil engineer unit. We were the guys that went out and did the surveying and the guy that ran the thing said, "You know, you know how to organize things. So would you take charge of this? Would you do that?" When I got out, when I entered the Army in January of 1968, I was in the Army, I was in the Adjutant General Corps. And our branch was responsible for running such things as postal, personnel, human resources. And I was asked to run the Chicago Armed Forces Day Parade in 1968, and that was an organizational responsibility. I was responsible for getting the Army, the National Guard, the USAR and back in the '60s, we had 5th Army Headquarters here. We had the Navy at Great Lakes with the headquarters. We had the [US] Air Force at O'Hare Air Force Base. And so, my common sense and my organizational skills came to the fore,

**Cohen:** [00:15:01] Came to the fore.

**Scully:** [00:15:03] So so as a result, I think that that captain back at Fort Riley saw something that I probably didn't even know that I had a skill. But but through doing things, I learned. So when I went on active duty. My first assignment was to help with the Armed Forces Day Parade here in Chicago.

**Cohen:** [00:15:32] Do you want to back up a little bit and just talk about basic training, where you were and what it was like, et cetera?

**Scully:** [00:15:39] Okay, basic training, basic training was hard. Fort Riley, Kansas, in the middle of summer. Kansas is not exactly the garden spot of America. It's hot. It's in the 90s. It's humid. We lived at Old World War II barracks, and we had probably thirty guys on the floor, the first floor. These, there's a platoon sergeant [who] lived on the second floor. He was a regular Army sergeant. I still remember his name. His name was Billy Boyd. And Billy Boyd was a staff sergeant. He trained, basically taught us soldiering skills, map reading, use of the gas mask, how to fire your weapon, how to do squadron in the attack. So basic soldiering skills that any soldier would get at what he went to basic training, or she, today, would go to basic training. Back then, there were no, there were in fact, there were no women in ROTC that I can remember. I mean, it just was not the thing in the 1960s. So basically, summer camp was basic soldiering skills. The nice thing was, believe it or not, Monday through Friday. And they gave us Saturday and Sunday off mainly because of the heat. And we'd all head to the Holiday Inn in Junction City [i.e., Manhattan]<sup>4</sup>, Kansas, to jump in the swimming pool and get some get some relaxation. Probably by today's standards, I'd say it was pretty candy work, but it wasn't. It was hard work. We lost a lot of weight. We built up our physical strength. And looking back on it, it was it was a good experience. I came away from that knowing that I had skills to be a leader. And as I say, I probably didn't, you know, overtly think that, but it was there.

**Cohen:** [00:17:45] Was there. Was an opportunity as well for you to meet people from different backgrounds, you know, once you're in the Army itself?

**Scully:** [00:17:55] Yeah. It was, you know, the ROTC program was at Fort Riley at that time, was made up of students from Kansas, Nebraska, Illinois, Indiana, Wisconsin. I honestly don't remember; I don't remember any of their names. We didn't get to know each other that well. We were there together for six weeks. My buddy was with me from Notre Dame, and he and I were roommates when we went off to the Holiday Inn to relax and his name, I'm trying to think Lenny's last name. I can remember his first name, but I don't remember his last name. Okay.

**Cohen:** [00:18:43] When did you go to Fort Benjamin Harrison in Indiana?

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<sup>4</sup> Upon reviewing the transcript, Scully corrected the location to Manhattan, Kansas.

**Scully:** [00:18:48] Sure. When I came, when I graduated from Notre Dame, I took a one-year deferment and I studied for a Master of Arts degree in English Literature. My plan was to be a teacher... I was going to graduate school at DePaul University here in Chicago. When I completed that master's degree, I entered the Army in in January of 1967, and the purpose of going to Fort Benjamin Harrison was to study as the officer basic course for the Adjutant General Corps. And that was basically to teach you what the role of a lieutenant was, and a captain, what your duties were in the adjutant [position] - what's the role of the Adjutant General Corps. Basically, it's assumed it was human resources, it was postal, it was administrative work. And that was a six-week course in March of '67 [i.e., '66<sup>5</sup>]. Yeah, March of '67 ['66], I was assigned to 5th U.S. Army Headquarters in the Personnel Services Branch. Is that right? Yeah, '67 [i.e., '66], I believe it was '67[i.e., '66].

**Cohen:** [00:20:12] Okay, so I'm a little unclear as to when you were detailed to work on the Armed Forces Week Planning Committee?

**Scully:** [00:20:21] Sure. When I got to, when I got the 1st [i.e., 5th] Army, when I got to 5th Army Headquarters, they were looking for a brand-new second lieutenant to assign that duty to. So I never really worked in personnel. When I got there, I was assigned to work full time in the Public Affairs Office and the Public Affairs Office had nothing to do with personnel. Again, my job was to go to meetings with Mayor Daley. My job was to work with the two people that were in Public Affairs to coordinate with the [US] Army Reserve, National Guard [of the United States], [US] Navy, Air Force, [US] Marine Corps to get the units together to march in this parade down State--that was. The parade was actually down State Street at the time. We set up static displays in what's now known as Daley Plaza. We were also responsible for running the Armed Forces Ball, which was a big deal. It was either at the Conrad Hilton Hotel or at the Palmer House. And they used to alternate, and it probably drew anywhere from five hundred to one thousand people. Remember, this is back in the time when the Vietnam War was going on. So my first assignment was in Public Affairs.

**Cohen:** [00:21:40] I was actually about to ask you about that, like considering the fact that we were starting to see the beginning of protests against the Vietnam War or other riots in

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<sup>5</sup> When Scully reviewed the transcript, he corrected the date to 1966.

Chicago, like the Division Street riots, did you have to take into account security concerns when coordinating the parade?

**Scully:** [00:22:00] In 1967 [i.e.. 1966]? You did not.

**Cohen:** [00:22:04] Aha.

**Scully:** [00:22:05] It was before, it was before the riots. Yeah. So in '66, there was nothing going on that was going to interrupt with the parade. In fact, it was a big deal. I mean, police units marched, you know, high school bands marched. It was a parade that probably lasted over two hours and it was usually held on the week of - it was Armed Forces Week. So in those '67 [i.e., '66], there were no protests here in Chicago. Frankly, Mayor Daley wouldn't allow it.

**Cohen:** [00:22:42] So was it a challenging dealing with all these different forces as well as the police to--?

**Scully:** [00:22:48] Oh, yeah. Oh, sure, it was a big challenge. I had help. I wasn't the only guy doing this, but, you know, and it was it was it was it important, you know. They would turn to me and say, "Now make sure we get this done, Lieutenant." And I would make sure it got done... I don't want to overplay this. I was part of a team of people, both sergeants, myself, and some civilian employees. My boss was actually a guy by the name of John Tamraz who was a retired Army major from Public Affairs. And Tamraz kind of took me under his wing and was a mentor for as to what was going on. So, no, I, I was part of a team,

**Cohen:** [00:23:32] Part of a team and someone who was a mentor to you because of your experience. Yeah, I'm. I think you mentioned that this was one of your highlights, working on [the Armed Forces Parade] I guess my question is like, why was it a highlight?

**Scully:** [00:23:48] Well, it was a highlight because jumping forward a few years, I returned to Chicago and worked at the Northern Trust Company, and I was known to the military community here in Chicago. So people knew who I was. So it was part of building the network that we all build. And as I say, it was a highlight because, I mean, I have a picture of myself and Mayor Daley. I mean, you know, it a big deal.



**Cohen:** [00:24:17] Yeah, yeah!

**Scully:** [00:24:19] And I have a picture of myself with -- I don't know if you know who Major General Gibby Vartan is -- but General Vartan's father [Walter Vartan, who survived the Armenian genocide] was a very wealthy Chicagoan [and active in civic affairs]. And I got to know Mr. Vartan. And through knowing Mr. Vartan, I got to know Gibron [or Gibby] Vartan, his son, who ran - they ran a printing company here in Chicago. So the network was starting to build. So that's why it was a highlight.

**Cohen:** [00:24:44] Very cool. What was your next assignment? Was this at the 30th Base Post Office?

**Scully:** [00:24:51] Okay, when I when I completed the assignment, I went back to the Officer Assignment Branch, and in September of 1967 [i.e., 1966] , I came home with a telegram that had my name on it and it said, "You are assigned to the 38th Base Post Office at Fort Riley, Kansas, and you are going to deploy to Vietnam." So we showed up at Fort Riley, Kansas, and frankly, so in January of 1968 [i.e., 1967], and think about it back in 1968 [i.e., 1967] in January, there was a twenty-five-inch snowstorm. That came in two days, and I had a Plymouth Valiant convertible, and I called the Army and said, "I'm going to be late to Fort Riley" and said, "No, you're not. You get yourself out here. We don't care about the snowstorm." And my wife and I got in that little Valiant and drove to Fort Riley, Kansas, made it, and this was really my first experience with the Army Reserve. Because the 38th Base Post Office was in a 'file drawer' in the Pentagon. So they pulled it out and said, "This is a unit we're going to activate." So everybody in the unit, it was made up of reservists, both...enlisted personnel as well as the officers were all ROTC graduates. And the commander, the commander's name was Major George Stinger. And George Stinger was a master sergeant working in the Pentagon who happened to get a commission in the Korean War. And he was brought on active duty as a major. And I hate to say it, but Major Stinger was not the brightest light bulb on the chain. Unfortunately, the captains and the two captains and the six lieutenants, all of us together, helped Major Stinger.

**Scully:** [00:26:56] If you remember that movie M\*A\*S\*H. Major Stinger was like the colonel in the movie MASH. He couldn't do anything right, but we all took care of it [any issue]. So we activated a unit. The sergeants were all postal sergeants who ran postal units. It was a unit of about sixty people, the 38th Base Post Office. The role of the unit is to move bulk mail. So just think about a large centralized postal function. We move the mail, to the smaller APOs [army post offices] or to the smaller post office. We also had a postal directory, which meant that we would take mail that was for wounded or dead soldiers, and we'd sort it so it would get to the right location. So if the guy was in a hospital in Hawaii, we'd sort the mail to there. My role when I-- in Fort Riley was again, something that this major called me in and said, "You're responsible for moving this unit from Fort Riley to Vietnam. You'll make sure that the equipment is packed on the trains. You'll help get the soldiers there." So I was in charge of the moving the unit and this I was truly in charge. The cool thing about it was, is the unit went by boat. I got to fly on an airplane to Vietnam on Braniff International Airways. But that, again, that was my organizational skills. I said to the major, I said, "I don't know anything about transportation. I don't know anything about it." He said, "Neither do I. So we'll learn together. But you're in charge. You're going to do this." And I did it. And so that was really the first leadership or organizational effort that I had.

**Cohen:** [00:28:49] Sounds like a huge organizational effort, but could you tell us a little bit about the mechanisms involved, like how you contacted railroad, [how] you worked with military and civilian, et cetera.

**Scully:** [00:28:59] The railroad, the Army has at Fort Riley, Kansas, they have rail there. So you go down to the transportation office, you work with the transportation officer on the post. He works with you to bring the appropriate flat cars in, the appropriate box cars to move the equipment from Fort Riley to Oakland Army Terminal. You also work with the transportation officer to get the soldiers, their equipment on trucks into the busses because they bussed them too... They didn't take a train. You bussed from Fort Riley to Oakland, California. So all of that was coordinated with me and the transport... But that was my first taste of the Transportation Corps, which I ended up, as you know, in the Transportation Corps. It was my first understanding of logistics. It was my responsibility to make sure that the manifest for the boat trip over, they left from California, and they took a boat from California, our ship, actually a ship from California, and I think they went into the port of Saigon.

**Cohen:** [00:30:16] So both the equipment and the men and everything went on the boat?

**Scully:** [00:30:20] On the ship, on the ship. And my responsibility was to make sure all that happened, make sure all the manifests were done correctly. And it worked. We got there. I flew over, I flew... The ship, took off, and then I flew over the next day and flew into I think we flew into Cam Ranh Bay.

**Cohen:** [00:30:46] Hmm. What--

**Scully:** [00:30:47] Go ahead.

**Cohen:** [00:30:47] What did your parents and I think you were married at the time and your wife think about you needing to go to Vietnam?

**Scully:** [00:30:55] Well, she wasn't happy about it. We had just been married. She actually came with me to Fort Riley. So we had been married about eight, nine months when I left for Vietnam. I left for Vietnam in April of 1968 [i.e., 1967], and she returned to Chicago, to Riverside, Illinois, where she lived with her parents and taught grade school in both Riverside and North Riverside. My parents were scared to death. My mother never wanted me to be in the military and my mother was a very stern woman. She made no bones about it, that she did not want me in the military. My wife understood. Her father happened to be a navigator in World War II for the Navy. So there was a history in her family of military service. In fact, I think most of our uncles served in the military. She was very supportive. But it was a scary time. You were going into a country that was difficult and, you know, there was not a lot of...This is where you started in '68 [i.e., '67], where you started the riots, and the civilian population of the United States did not support the war in Vietnam.

**Cohen:** [00:32:22] No, no. So when you were deployed with was with the intention that you would just establish the new postal base and then return home, or with the understanding that you would be based in Vietnam for a while?

**Scully:** [00:32:37] Yeah, when I got to Vietnam, we were flown down from Cam Ranh Bay. They were flown down to Saigon, now called Hồ Chí Minh City. And it was our the... Basically, the base post office was there for two or three years back then, the president of the United States who I think it was Lyndon Johnson did not want to activate the reserve components. So if you had a commitment, as I did, I had a two-year commitment, so I knew that I was going to be in Vietnam until the end of my commitment, which was basically seven months after I got there. And the post office, I believe, stayed there for three or four years. My job was once I got there, was to take possession of the building where the post office was going to be. The post office was actually in a place called Camp Red Ball, which was the terminal point for a trucking camp. Red Ball, Red Ball Express was a was a truck convoy. And it was in a town called Go Vap, which was a suburb of Saigon. We had the post office there. We had our barracks there. We had a chapel there. We had a mess hall there. We had the personal effects depot for soldiers that were killed there. So that was a quartermaster unit. My postal unit, the unit that I was responsible for managing was at Tan Son Nhut Air Force base. So I did not live at Camp Red Ball, but I made sure all the buildings were set up. So when the unit arrived by boat, they were trucked, and they fell, and they started functioning as a post office. I went down to Tan Son Nhut Air Force base, and I was responsible of the postal directory. I supervised ninety soldiers and their job was to sort mail seven days a week. And that was my first taste of supervision. Remember, I wasn't I was in combat service support. So I'd never, I never was in combat because I was in service support, which was a very important responsibility. But again, I was managing ninety guys.

**Cohen:** [00:35:00] I believe you mentioned that some of them were twenty years older than you.

**Scully:** [00:35:03] Oh yeah, yeah. Well, the sergeants the sergeants were all in their forties. They were career postal sergeants. They were E-5 and E-6s. But I [was] the lieutenant, so what I said [was the final word]. I was by then; I was a first lieutenant. So I had been promoted, I had been promoted before I left the United States.

**Cohen:** [00:35:22] So how did you garner their respect?

**Scully:** [00:35:28] ... I was a lieutenant to I had a lot of common sense. You learn very early on in the military that you rely on your first sergeant. If your first sergeant of the unit, has respect for you and understands and you understand what his role is and he helps you understand your role, things that work very smoothly. I took care of the soldiers. I was there. I was with them twenty-four hours a day, seven days a week. We worked twelve-hour shifts, twelve on, twelve off. They knew I was around. They knew I had interest in them. And the young soldiers you had to you really kind of had to mentor because some of them was the first time they'd been away from home. And these were, you know, the other thing is, is that the young soldier knew that if he caused trouble, he'd end up in an infantry unit and he wasn't going to have a nice job because we it was, for Vietnam. It was a nice job.

**Cohen:** [00:36:30] Well, that's interesting because I was wondering how the former reservists felt now that they're activated and deployed Vietnam.

**Scully:** [00:36:41] You know, that's a tough question to answer, the young soldiers wanted to do their job, survive, and get out of there. I think we all did. The one thing that bothered me and still does to this day is that we were fighting communism; the North Vietnamese were fighting a corrupt regime in Saigon that we supported, and they were fighting in a civil war. In hindsight, in fact, when I was there, my goal was to get out of there. I mean, it was not... To lose the number of soldiers that we did, was heartbreaking because we were supporting a regime that was just corrupt. The North Vietnamese were dedicated to winning that war. It didn't matter to them whether it was French or American. They were going to win that war and they were going to stay there until they won. So from John Scully's point of view, it was not a war that I was 100 percent behind. However, you take an oath of office as an officer and as an enlisted person to support and defend the Constitution and to obey the officers assigned above me. So I had an oath that I had taken at Notre Dame, and I was going to fulfill that oath. I don't know if I answered your question the way you expected it, but it was a difficult, it was a difficult time. In the meantime, in August of '68 [i.e., '67], you had the riots going here. You had... Robert Kennedy was assassinated; Martin Luther King was murdered. So it was a tumultuous time in the United States.

**Cohen:** [00:38:34] Were you receiving news from the *Stars and Stripes*, or did you have other sources of information?

**Scully:** [00:38:39] Stars, *Stars and Stripes*, *Armed Forces* radio network, *Armed Forces*, television? I'm trying to think of, you know, *Good Morning, Vietnam*, that movie? That was so. that's the way it was. I mean, we would get our news from *Armed Forces* radio network, *Armed Forces* television network. It wasn't as sophisticated as it is today, but we got the news and *Stars and Stripes* came out. I think *Stars and Stripes* in Vietnam was coming out daily. We also got, I also got audiotapes from my wife on the reels, and we would exchange those back and forth, so we knew what was going on. But we also knew that we had to fight a war and we had to survive that war. So, you know--

**Cohen:** [00:39:25] Were you also there during the Tet Offensive?

**Scully:** [00:39:29] No, I left Vietnam two days before Thanksgiving in November of 1968 [i.e., 1967]. And so I missed the Tet Offensive. So, no, I was not there, the unit was there, the guy that replaced me got a Bronze Star and a Purple Heart because the postal directory was attacked, Tan Son Nhut was attacked, and some of the soldiers were wounded. But I was not there. I never carried a weapon. I never saw combat. At times. I was a little scary because you could...the guards, the South Vietnamese security guards in our compound, believe it or not, wore white uniforms. And, you know, if you looked out your window at night, you didn't see a white uniform. You said, "Uh oh, what's going on?" Because they might disappear because they didn't want to get k[illed], you know. We survived.

**Cohen:** [00:40:28] I'm not sure about this. But had you mentioned that you could see fighting from afar at night.

**Scully:** [00:40:33] Yeah, you could. You can see the mortars going off in the distance. You could see the rockets being shot. It was not near us. So it didn't really interfere with what we were doing. But you could see it at night. Yeah.

**Cohen:** [00:40:52] Yeah, yeah. When you were in charge of the postal directory, were you involved in making decisions about an incoming mail? Like, for example, my colleague mentioned that years later in the Gulf War...the *Armed Forces* request[ed] not to bring in

packages that might be offensive, like [photos of] the young girls in bikinis or pork products. Like, was there some kind of awareness of cultural sensitivities in terms of the mail?

**Scully:** [00:41:20] No, not at all. We would get, you know... Now it's a different time period. Okay, so the quote, 'offensive' material would be *Playboy Magazine*, which today we kind of go, "OH, that's no big deal." So you would get magazines like that. You would get packages. Most people would send over food packages, and you'd get regular mail. There was no trying to control what came into the country. But again, we're talking in a different time period. So, no, I we would get the mail. The mail would come in either CONEX containers, which are those big things you see on trucks going down the road today, or they would just come in through the airplanes. You know, they drop off...There was around the world TWA flight that landed in Saigon two or three times a week on its way around the world. And mail would come in on that. And we would just sort it and deliver it, mostly letters and magazines. And the unfortunate thing is, is if you got a...we would tell people, "Don't send, like don't send a box of cookies" because by the time we got the box of cookies, the box of cookies was full of maggots. And you had to take those things and throw them at a burn can and burn them. You couldn't use them. But no, I can't sit here and say we were doing any kind of censorship or trying to control the mail that the troops received.

**Cohen:** [00:43:06] What about us going out?

**Scully:** [00:43:08] Going out? No problem. Most of it was letters. The soldiers. The soldiers. You got to understand, Vietnam was...is...even though the North is communist, the southern part of the country is Buddhist and Catholic. There was no I can't think of. I can't think of anything that would be offensive going out in the U.S. mail. Now, there was prostitution, but that's true of any combat zone.

**Cohen:** [00:43:47] Yeah, yeah. What were your impressions of the local people, you know, aside from the, your understanding of the situation [in] general?

**Scully:** [00:43:56] Local people were good people. You know, we had because I was an officer, I had a housekeeper. We called her Mama-san. She came in and basically excuse me, basically came in and made the beds, swept the floors. You know, the local the local people wanted to

get on with their lives. They were waiters, waitresses in the in the officers' clubs, in the enlisted clubs, they were cab drivers. And I'm sure there were people that were wealthy. The government, the government which was in Nguyen Cao Ky that crowd, they were wealthy. Saigon back in the '60s was like an old French city. It reminded, people would say, "Well, what's Saigon like?" And so was like old New Orleans, beautiful villas. The embassies were buildings, like if you were a Swiss from Switzerland, you had a Swiss chalet. If you were a French embassy, you had a French villa or [English], an English country house. The presidential palace was there. The Catholic cathedral, which has got the ironic name of "Our Lady, Queen of Peace." You know, it was it was a, it was a sleepy French city, and a zoo and a golf course. Believe it or not, while the war was going on, they'd have horse races in the racetrack. So, you know, it was just it was a strange war. Let me just put it that way.

**Cohen:** [00:45:47] [Laughs] Did you have any downtime at all when you were in Saigon? And, and if so, how would you spend it?

**Scully:** [00:45:53] I had every Sunday off, and every Sunday I would get on the bus, and I would go to all those, there were three PXs in Saigon and I'd hit all three PXs to see what had come in. I would sometimes go to the zoo for the afternoon. It was a lovely little zoo, so I had Sundays off. Each soldier, we gave each soldier a day off. And so, there was always a... You know, I mean, I when I came back to Chicago, I was working with a guy who spent most of his time in combat and he said, "Don't tell me about what you did." And I was off in a post office, and I take Sundays off. I go to the, there was... it was called a BOQ1. It was for colonels. And only colonels could live there, but they would allow the junior officers to come in and eat lunch during the week and eat dinner and they had a swimming pool. The funny thing about the swimming pool, the swimming pool never worked. It had water in it, but you couldn't swim in it because the water was contaminated, typical Vietnam. But they had music on Sunday afternoon so you could go and have lunch and listen to the music. And that's where you could get Australian steaks and salads. And the only thing I couldn't eat was the ice cream, because as a recombined ice cream, was horrible. So, yeah, I had it, you know, as I say, I had it. For Vietnam, I had a pretty good life. So.



**Cohen:** [00:47:23] So after your seven months in Vietnam, that's the end, I believe, of your service and you return to the United States. So what was it like going back? And were people, well, welcoming or hostile or neutral?

**Cohen:** [00:47:45] Well, first of all, when I came back, I came through the Oakland Army Terminal, and it was it was the Monday or Tuesday before Thanksgiving. So I was, I had a choice, I could either leave or stay until the Monday after Thanksgiving to get my physical. My outbound processing physical and I elected to leave. Which in hindsight was a mistake because the VA has no record of my combat stuff other than I was in Vietnam, so I'm entitled to some some privileges [but not all], but I wanted to get home. The Spec-4 that was at Oakland said, "Okay, you can leave, Lieutenant, but do yourself a favor, take off your uniform and just wear civilian clothes." And there were demonstrators outside the Oakland Army terminal, you know, and they were demonstrating. I don't remember a lot of the detail. I suppose they were yelling and screaming, you know, "Killer" and stuff like that. But I don't remember that. I got home and, I got home in time for Thanksgiving, Thanksgiving with the family. My wife and I were still living with her parents, so I stayed there. And in October, November, and December when I got home or November and December, I was interviewing for civilian jobs and ended up joining the Northern Trust Company in January of 1968.

**Scully:** [00:49:28] But I had no one [insult me]. People were glad to see me. No one said, you know, "How is it to be a baby killer?" Or any of that kind of stuff? I just came back. I would say that back then we didn't talk about PTSD, and I would wake up at night screaming and yelling. And that probably lasted for four or five years. In fact, to this day, you know, one, I don't really, I haven't had a night scream in a long time, but you heard that. So from a personal point of view, I had what you and I today would call PTSD. We didn't call it that back then. It was, "Come home. Thanks for your service." The civilian community was angry at Vietnam, so you didn't go around saying, "Hey, I'm a Vietnam veteran" because that was not the thing to do. Joined the Northern Trust Company as a supervisor, supervising sixty people back, doing what I was doing in the Armed Forces and working with a guy who was also a Vietnam veteran. He was an enlisted man. No, he wasn't. He was an officer, too. But he spent most of his time in the infantry, so he had a lot of combat experience.

**Cohen:** [00:50:50] Would you talk to your wife about Vietnam, like you like if she, she noticed you woke up screaming? Or would you say, "Gosh, I had a dream about that we were hit by whatever, you know."

**Scully:** [00:51:03] Would we talk about it? Sure. She and I would talk about it. She would have to calm me down. So she knew there was some problem. We just got on with our lives. I don't really, I can't really say that we sat down and talked about it in detail. And she may disagree with me on that. But, you know, she knew what I did over there. She knew that it was important, that I could have been killed over there. I could have been severely wounded. So we were both grateful that I came home without any physical damage. I would say if you were to ask her today and I would agree with her - mild mannered John who went to war, came home with much more intensity and anger, which I didn't have before I went to Vietnam. And I would contribute. I would say that was because of the war effort. I mean, you were, even though we'd say, "Well, everything's okay", you know, it was - you were in a combat zone. You know, these young men and women, they come back from Iraq and Iran and Afghanistan. They've seen some pretty brutal stuff. So I was lucky. I didn't see a lot of brutality. Our first sergeant lost a leg. He got, he got mortared. But I didn't see a lot of sick people or not sick people, wounded people.

**Cohen:** [00:52:38] Yeah. So you're back in Chicago. You're working, I think, at Northern Trust. So what motivates you to join the [US Army] Reserves?

**Scully:** [00:52:49] Nothing. [Laughs] I was. By the way, when you graduate from ROTC [as a] lieutenant, you sign a contract and your contract says, "You have two years of active duty and six years in the Army Reserve. So you owe us six years." "No, no, no, no. I don't owe you six years." "Yes, you do." So in August of 1968, I received orders to report to the 425th Transportation Brigade, which was located in Forest Park, Illinois, which is just five miles north of Riverside, Illinois. And I was assigned there as the adjutant, as an assistant adjutant general. And, you know, I owed them six years. So I stayed for two plus thirty years...My six years went into thirty years...everybody signs a contract, you know, so when you talk to somebody who's enlisted, like my nephew, he's saying enlisted for three years and he just reenlisted for another three years. So, you know, it's a contract.

**Cohen:** [00:54:09] A contract and you have those six years as part of the contract?

**Scully:** [00:54:13] And the 425th Transportation Brigade was kind of a ragtag unit, was made up of Korean War veterans and some Vietnam veterans and some guys that were dodging going to Vietnam because they enlisted in the Army Reserve as enlisted men and got assigned to this unit and never went to war because remember, Lyndon Johnson was not activating the reserve units.

**Cohen:** [00:54:37] So what was the mission, for lack of a better word, of the 425th Transportation Brigade at that time?

**Scully:** [00:54:43] At that time, we commanded Army transportation units from Illinois...Indiana, Missouri and Kansas and Wisconsin. And we so we had we probably had twenty-five or thirty units that were truck units, rail units. We had five battalions and we had a personnel services company. So we were responsible for basically truck units in the Middle West and at all the rail units that were in the Army Reserve which were five units.

**Cohen:** [00:55:26] So there's something I don't quite understand, what does this mean to be a rail unit in the Army Reserve? Like it's not referring to the physical tracks, right? Like what exactly is it referring to?

**Scully:** [00:55:36] It does two things. One, it operates rail units. It operates a railroad. It's responsible for the track maintenance and the units exist to this day. There is a railroad engine up at Fort McCoy. And so, they maintain the track and they run the railroad. So you have engineers, you have the-- Back then, you had conductors who were in the caboose. That's what they do, and the Army, the Army...Actually, the Army has another engine at Fort Riley, Kansas, and at... Fort Eustis' [Virginia]. The unit train besides it more because they trained at the Crane Naval Depot down in southern Indiana, which also has a very large railroad. So they come in and they maintain the track, they'd repair the track. If there were boxcars that needed to be maintained, they'd do that. And they would also run the railroad.

**Cohen:** [00:56:37] Huh. So when you were, I believe, the secretary general staff for the 425th, how many men or women worked under your command and what in particular were you organizing?

**Scully:** [00:56:52] The secretary general staff is actually the assistant to the chief of staff of the unit or to the to the commander. So basically, my role was to keep the administrative work for the command group, the general, and the two colonels that were in the command group, the deputy commander, and the chief of staff. It was my, I didn't have anybody. I had a sergeant working for me. But my job was to make sure that what went into the general's office had been approved, the chief of staff had seen it. I was the administrative officer for the unit. It was a good job. I mean, it was a major position. And you had responsibility for administration, so basically responsible for documents making sure that the general saw the appropriate thing, making sure that letters that had to be signed were signed by the general. So you had interplay with the with the command group.

**Cohen:** [00:57:53] So what was the timetable like? Did you have to go every weekend? Did you have to do also some physical fitness training?

**Scully:** [00:58:01] Oh sure. We we had basically when I first started out, it was basically every Monday night and one weekend a month. So the weekend drills were for, they were called drills. And you met four hours in the morning, four hours in the afternoon. So you got paid for four days. And then then, the Monday night drills were basically on your own time. But let's say you couldn't make a Sunday drill for some reason, then you'd make it up on the Monday nights. So it was basically it was two weekends to two days a month plus four Monday night. So what would that be? So be a total of maybe four days a month? That's when you start out. When I got to this level, I was doing one-hundred and fifty days of Reserve time a year.

**Cohen:** [00:59:01] How long were you with the 425th before you transferred to the 477th Personnel Services Company?

**Scully:** [00:59:34] Okay. And basically the 477th Personnel Services Company is a subordinate unit of the 425th Transportation Brigade. So I was put in as a commander of that unit. So I was the company commander. It was a major's position and as the secretary general staff

remember, I was a major. So I went into this position and the role of the 477th Personnel Services Company was basically it was... If you think about where is your personnel record at the Pritzker Military Library? There's somebody there that keeps track of that record. That's what the 477th Personnel Services Company did. So we kept track of the records for every soldier in the 425th Transportation Brigade. And so it was again, it was a continuation of personnel work adjutant general corps. We had our summer camps at Fort Benjamin Harrison, Indiana, or at St. Louis Records Center. And we would go in and we work on records. For example, when we went to St. Louis, we were converting paper records to microfiche records. And of course, today they're all probably on a stick that you stick in the computer. But that's what the personnel and I did that I did that for two years. And so as a commander, that was my first taste of company command.

**Cohen:** [01:01:07] So what was it like, company commander?

**Scully:** [01:01:10] I was in charge. I mean when I said, "You're going to do this", you did it. The lieutenants knew that I was in charge. The first sergeant knew I was in charge. I had the authority to basically tell whatever it was, one hundred and fifty men and women what to do. By then, we were getting women in the Reserves, so we had some women in the 477th Personnel Services Company.

**Cohen:** [01:01:50] Okay, I have a note here that at some point - I don't know if it's General or Colonel Thomas Crow asked you to reorganize a unit that was having difficulties and you did so within, I believe, a few months.

**Scully:** [01:02:05] Okay.

**Cohen:** [01:02:06] It may have a different point.

**Scully:** [01:02:08] You know, I think what you're referring to is, is General Crowe asked me to take command of the 419th Transportation Company. Does that make sense? What happened after the 477?

**Cohen:** [01:02:23] Okay, so I see here you're your next at the adjutant general at the 425th from '74 to June 1975.

**Scully:** [01:02:35] Okay.

**Cohen:** [01:02:37] Then. Okay so--

**Scully:** [01:02:39] And that means I was the chief administrative officer for the 425th Transportation Brigade. I was responsible for all the personnel. I was responsible for the record keeping. That's what the adjutant general does.

**Cohen:** [01:02:53] That's okay. And you also, somebody had also written about you or maybe this was when you received an award, you wrote...No, it was written about you: "His administrative and executive ability were outstanding, and he had a strong command voice." So what does it mean to have a strong command voice?

**Scully:** [01:03:15] The adjutant general is responsible for running formations and for ceremonies. So, you know, my job was to say [in commander's voice]"Units, at attention!" And so I was I had a very strong ability to for people to hear me when we were doing a parade, or we were in a large formation

**Cohen:** [01:06:43] Okay, so it seems to me that we want to talk about what you had mentioned earlier when you were at the 419th Transportation Battalion at Fort Sheridan. Is that - would that be correct?

**Scully:** [01:06:57] Mmm hm. Yeah, the actually the 419th Transportation. Yes, it was at Fort Sheridan. And I was responsible for, besides the battalion headquarters of which I was a lieutenant colonel at this point, I was also responsible for - I had four units under me, a believe it or not, a parachute packing unit and three truck companies. And the truck companies, one was at Fort Sheridan, one was in Peoria, Illinois, and the other two units were in Indiana. And I think they were in East Chicago, Indiana. And and the one of the units was in just terrible. It had failed its inspections for like three or four times. And the General, General Crowe asked me,

"You've got to fix this thing. And I was able to by changing some leaders, by putting some hard work into it, we were able to fix the unit and it started passing its inspections.

**Cohen:** [01:08:06] What what was the nature of the problems? Was it more along the lines of mechanical issues or personnel issues or--?

**Scully:** [01:08:15] All of the above. The unit, the unit had problems with its personnel records. It had problems with getting people qualified to do their job properly. They had trucks that didn't work properly, that weren't being maintained. They had leadership. They had sergeants that were there too long. And we just needed to go in and say, "Okay, item by item, how do we take the checklist and let's fix the problem." That's what we did. And now and again, I was the leader, but I had a team that worked with me. It's always important to remember you get things done the way you want them done through using other people. So I always had a team around me.

**Cohen:** [01:09:01] Did you have any say so as to who would be let's say your second in command, whatever the term would be?

**Scully:** [01:09:09] Sure. He was usually in this battalion. I was a lieutenant colonel, and the major was the XO. And usually there was another major in the unit who is also what's known as the G-3 or the guy responsible for operations. And then the rest of the people in the unit were either captains or lieutenants. But yes, I could select my executive officer. Now, sometimes I would go into a unit and there'd be an executive officer there who is very good. So I certainly wouldn't replace him. And these were all reservists. So that's you know, I think one of the things that's important about what I'm talking about is, is, you know, the Pritzker Military Library is dedicated to the Reserves and the National Guard. And that's so I had all these were all reserve units when the 419th was at Fort Sheridan.

**Cohen:** [01:10:10] Yes, one moment, please. I feel like I was about to ask you something and I'd forgotten. So during the initial, I know... Okay, I'll start again. I know that according to the law, the employer has to give the employee time to do the Reserves. But did that ever cause any issues with you, especially those initial six years of your Reserves when you were, you know, relatively new at them.

**Scully:** [01:10:37] No, not really, because during the initial six years, it was on the weekends, or it was on a weeknight. So there would be problems if I had to leave work on a Monday night, say, but usually the drill started [later]. I ended work at Northern Trust at five o'clock and the drills would start at about 6:30 or seven o'clock. So, no, there was no problem. And as a matter of fact, both at the Northern Trust and at the Exchange Bank, one of the officers there was a very senior officer in the Naval Reserve. In fact, he retired as a Navy rear admiral in the [US Navy] Reserves. So, no, I never had any problems. I mean, there were some funny moments, but no, I never had. And the Northern Trust back in those days was and still is to this day very supportive of the military. So no problem.

**Cohen:** [01:11:44] And maybe I ignore the point that you just made two minutes ago, that you're saying you're emphasizing the fact that it's that these are the Reserves. And is that and I think you're alluding to the idea that maybe they're like the citizen soldier? Like, in other words, why do you think the fact that people carrying out this work in the military Reserves is important?

**Scully:** [01:12:07] It's important because. If you're if you're going to go into a combat situation or let me let me, go back a bit. You don't need a lot of transportation people or a lot of postal people on active duty. You need a certain number to support the folks that are on active duty. But if you go into a combat situation or a war is declared, you're going to instead of having one hundred truck companies, you may need 200 truck companies. And so the second two hundred are in the reserve components. They're in the National Guard or they're in the Army Reserve. So you don't need them full time. Now, there's been a change in philosophy because of the long-term war in Afghanistan, Iran, and Iraq. So some reservists are called up more frequently and that does create a challenge for employers. But back then, we were truly a reserve force. Once I got back from Vietnam until Desert Storm and Desert Shield, no one was called up. I mean, for once, Desert Storm and Desert Shield occurred, we were activating units, you know, from an etymology detachment, all the ways up to a combat service hospital. So that's and the Reserves are important because they keep their military skills up, but they're also participating in the civilian community.

**Cohen:** [01:13:41] It's true, there isn't such a division.



**Scully:** [01:13:43] That's right, and the National Guard is important because the National Guard has an additional mission and that's the state mission which the governor uses in natural disasters, in riots. You know, it's been very quiet, but the medical units of the Illinois National Guard have been giving vaccines for the last six months.

**Cohen:** [01:14:07] That's right. That's right.

**Scully:** [01:14:09] We don't say, "Oh, wow, we've activated the--". Well, those are soldiers that are not working in their civilian jobs. And they're serving the State of Illinois.

**Cohen:** [01:14:23] True, true. Okay, so here I must admit, I'm a little bit not clear. After you're with the 419th, do you go like - is your next assignments, part of the 336th Transportation Group in Milwaukee or or are you back in the 425th as the inspector general?

**Scully:** [01:14:45] I'm back as the inspector general in the 425th Transportation Brigade. And the job of the inspector general is to do a couple of things. One, to do IG or Inspector - do inspections of subordinate units. Remember we talked about the company that I turned around?

**Cohen:** [01:15:09] Yes.

**Scully:** [01:15:09] My job as the brigade inspector general is to go inspect the companies and battalions are part of the brigade. So I have a team of people that go in and say, "Is your admin, okay? Is your personnel records, okay? Is your trucks working properly? Is your supply okay? All of this. That's called the inspections. The other thing that the inspector general does IG, "There's a rumor that that Tom Jones, Captain Tom Jones in the 14th dump truck company is not using funds properly. Would you go inspect and see if that's really true?" Another one might be, "We've received a complaint from Congressman Jones that the company commander is harassing the women in the unit. Would you go do an inspection?" So I do that. And then the last thing is, is that I'm responsible for making sure that the brigade headquarters passes its inspection. So that--

**Cohen:** [01:16:13] At the highest level?

**Scully:** [01:16:15] The 5th Army, comes down and inspects us. So that's the role of the inspector general. And you are trained? They send you to Washington for a two-week course on how to become an inspector general. So it's a big deal. Not everybody can be an inspector general. You have to have you have to be known as somebody of high integrity. You have to be known as somebody who gets the job done. And it's a very it's an important position. It's an important non command position. And so I was fortunate enough to become the inspector general. And I think I did that for two or three years.

**Cohen:** [01:16:56] And it seems to me it encompasses such a broad range of things from accounting to, you know, potential sexual harassment to the mechanical workings.

**Scully:** [01:17:06] Yeah, yeah. Yeah.

Cohen: I think it was at this point where you were praised for having listened to the complaints of the brigade personnel as well as following up with recommendations. So it made me wonder in the past, before you took on this role, had the inspector general typically not listened to, let's say, the rank and file.

**Scully:** [01:17:38] Okay. No, the inspector generals of the brigade, what that was that comment is if somebody is praising me for doing the job that I'm supposed to be doing. The previous inspector general, actually, if my memory serves correctly, eventually went on to be a brigadier general. So, no, the inspector, I was fulfilling the role and the men that had the role before me, they fulfilled that role as well. You know, and what it led to is while I was the inspector general, I was accepted, I believe, because when I graduated from the Army War College, I was a lieutenant colonel. So I attended the Army War College through distance learning and two summers I was physically at Carlisle Barracks.

**Cohen:** [01:18:31] And what type of research or learning were you doing at the U.S. Army War College?

**Scully:** [01:18:38] ...The Army War College prepares men and women to serve the Army at the director level, which means they are colonels or above. So we study strategy at the Army War College. My area of expertise I chose, I literally I chose Africa and the Middle East. And so what you're taught at the Army War College is to think as a strategist because everything you've done before that, you've been a tactical person and it's, to be selected for the Army War College as a as a reservist is a big deal. The class that I was in, besides myself, there was a doctor who was already a brigadier. There was the chief of the Army Nurse Corps, who was a brigadier. There was a man who eventually became the chief of the Army Reserve. We had fifteen men and women who eventually became general officers in my class. So the War College develops you to be a strategic thinker...When you see the generals today on television, whether it's the chief of staff of the Army or the chairman of the Joint Chiefs, all those people are graduates of the war colleges.

**Scully:** [01:20:04] You're either a graduate of the Air Force, Army, or Naval War College. So it was for me as a lieutenant colonel being selected to attend, that was really very special, very special. And I give a lot of credit to the generals that I was working for, General Crowe and General Burner. They were men that saw that I had potential and I was able, fortunately, to attend the work on. The good news is my wife was able to come with me during the annual training. [Word not clear] of the work was done at home. Back then, you didn't have Xerox machines, well you had Xerox machines, but you couldn't do what I just did is pull this thing up off my computer. Everything was done by typing and it had to be perfect. And I got through the Army War College with the help of my wife, who is my typist, and she was a good typist, and it was on an IBM Selectric. So you would study and send papers and then you'd go too, we went twice. Then the second summer we graduated. So it was a big deal.

**Cohen:** [01:21:15] So can you give an example to the lay person to the shift in thinking between tactical and strategic in your areas of expertise like transportation, personnel, and records?

**Scully:** [01:21:27] Tactical would be I want to move the 101st Airborne Division from point A to point B and what all that involves, the trucks, the airplanes. The strategic would be: how are we going to plan this effort? How are we going to? Where do we want this, the 101st Airborne to be in three months? Are they going to be in Europe? And how are we going to get them there? So it's the long-range planning, long range planning versus short range planning.

**Cohen:** [01:22:08] So we would, also would require more and more understanding of where the military, where the country is heading. I would think.

**Scully:** [01:22:16] For example, right now the president of the United States has said, "We're going to leave Afghanistan by September". That's the general order. Now, who's got...? Somebody got to do all the strategic planning to do this. And then practically, how are we moving equipment out of Afghanistan or are we leaving equipment? So one's long range, one's short range.

**Cohen:** [01:22:43] Okay, wow. And although it was at a distance, when you were there when you were at Carlisle, Carlisle Barracks for the summer, did you have, I don't know what to call it, like intellectual exchanges with other military people who had also been selected for this program?

**Scully:** [01:23:02] Oh, yeah, absolutely. We were broken down into study groups of about six or seven people each study group. So it was about one hundred and fifty people. We also had the opportunity to have lectures by the Chief of Staff of the Army, by other general officers, by civilians, you know, secretary of this, secretary of that, secretary of defense, secretary of the army. We were fortunate in my class, Lieutenant General James Gavin, General Gavin was a legend from World War II and Korea. He came and lectured us and then stayed and answered questions. That sticks in my mind. So you had retired military leaders. So, you know, today you might have General [Carl] Vuono [served as chief of staff of the US Army] come or you might have General [Raymond] Odierno [served as four-star general of the US Army] come. You might have a colonel. I don't have I can't quickly grab the book. But there was a colonel who wrote a book called *On Strategy*, and he was an expert in Clausewitz and strategic thinking. He would come and talk to us and lecture us on that question and answers. So the answer is, yes, we would be exposed to senior leaders of both. And some of them were from the other services, too. We had guys in our class and women who were from the other services, from the Navy and the Air Force. There [were] not a lot, but we would send that they would send Army people to go to the Naval War College or the Air Force one. So it was it was a chance to. "So tell me. Tell me what the strategy is of the United States Army today. And we could talk about that, in fact, the national strategy. From the national strategy, you get the defense strategy and from the

defense strategy, you get--- Who writes those booklets? The colonels at the director level, those are and that's what we're studying, that the War College.

**Cohen:** [01:25:02] Wow, impressive. So after the War College is that when you become the battalion commander of the 425th?

**Scully:** [01:25:14] No, no. After the War College, I become the commander of the 336th Transportation Group and the 336th Transportation Group is in Milwaukee, Wisconsin. And so I commute to Milwaukee, Wisconsin, for, I guess about three years, maybe two years, and as the commander of the 336th Transportation Group, I had two battalions under me, I had a truck battalion with three companies and I had the Army Rail Battalion with four companies under me and those companies were a company down in Granite City, Indiana [i.e., Illinois], the 226 and then I had the 1150th and "51st and 52<sup>nd</sup>" which were located in Milwaukee and Fort McCoy, Wisconsin. They were rail units. The other units were truck units. I was a colonel then, so I was by the time. So when I graduated from the War College, I returned back, and I was a colonel, and I commanded the 336th Transportation Group.

**Cohen:** [01:26:31] Were you with 336th when you when you purchased the two electric motor diesel engines?

**Scully:** [01:26:39] You know, I've got to go back and look at that. I think I was I was in the 425th. I had left the 336th and I was in the 425th Transportation Brigade. I was looking at that the other day and I should have pulled it out. But if that was kind of an interesting story because the rail units did not have an operating engine,

**Cohen:** [01:27:05] Did it work, though?

**Scully:** [01:27:06] So they had to borrow an engine from the Wisconsin Central Railroad. I don't even know if that railroad exists today. And they were able to get the one from the Wisconsin Central Railroad because one of the guys in the unit, a captain in the unit, was an officer of the Wisconsin Central Railroad. So they would borrow this engine and. When I was at the 425th, we started talking about, "We need to get in the engine of our own." And at the time, these engines were made by the Electro Motor Company out here in McCook, Illinois, and I'm not

quite sure how it worked, but they were getting out of the business. And I was able to purchase two engines for one hundred and fifty thousand dollars each. And so I went to the 5th Army commander, Lieutenant General James Hall, and said, "General Hall, I need three hundred thousand dollars." And General Hall. And we're talking what, I guess, in the 1980s. Yeah, probably. And General Hall says, "Well, I'm not giving you three hundred thousand dollars. Go, go, go talk to Bill Ward." And Major General Ward was the Chief of the Army Reserve. He was a West Point guy and just a really good guy. So I call I literally called General and said, "General Ward," ... "Bill, General Hall won't give me three hundred thousand dollars that I need to buy two engines that will be delivered to Fort McCoy at no cost us."

**Scully:** [01:29:02] And Ward said to me, "You got it." So he picks up the phone calls Hall and says, "I'm transferring three hundred thousand dollars to you and you're to give it to Scully to buy these two engines." So. I get one engine because the Army, the active Army decides they could use one of the engines down at Fort Eustis. Now, to this day, those two engines are still at Fort McCoy and Fort Eustis. And my guys in the 336th Trans[portation Group] said they wanted to name the engine at Fort McCoy, that the majors at the time was the "Brigadier General Scully Engine". So I got a call from the judge advocate general at this area. He says, "You can't do that. You have to be dead to have something named after you. And since you're not dead." Well, I got to I have [an engine] - I still have it on my bookcase. I have a little miniature of this engine that's up at Fort McCoy. And so these engines are still there. And the nice thing about it is I have a ribbon, the Legion of Merit, which is this purple ribbon right here.

**Cohen:** [01:30:22] Yeah.

**Scully:** [01:30:23] The next commander of 5th Army. That's the one I'm most proud of. I got that ribbon for getting the two engines for the Army.

**Cohen:** [01:30:31] Well, I think very well deserved. Imagine if the other guy lost his job, no engines at all.

**Scully:** [01:30:37] If you ask me, you know, which one is more important - the Distinguished Service Medal for nine years as a general, or the Legion of Merit for getting two engines for Fort

McCoy, for Fort Eustis, and they're still used to this day. And to me, that's what the reserve components are all about. Tell us what you need, and we'll figure out a way to get it done.

**Cohen:** [01:30:59] Wow.

**Scully:** [01:31:00] So that was done while I was at the 425. At the 425, I served as the deputy commander, the chief of staff and ultimately the commanding general of the 425th Transportation Brigade.

**Cohen:** [01:31:17] Did your impressions of the 425 change as you rose in rank and had the four to five changed over time?

**Scully:** [01:31:24] It's gone away. It no longer exists.

**Cohen:** [01:31:26] Oh, I meant the years, that the years that you were [in it].

**Scully:** [01:31:28] They deactivated it. The answer is the Army Reserve changed. The Army Reserve, when I joined the Army Reserve in 1968 at 425, at Fort Sheridan was--Ah not Fort Sheridan, [rather] Forest Park, Illinois, was a unit and all of the Reserves were this way. Because the war was going on, we had wooden rifles, we didn't have rifles you could shoot. We'd get them when we went up to shoot at Fort McCoy. We had leaders who were Korean War veterans who did not believe in the Army education system because they were just there. I was, when I came in, I was told, "Don't waste your time going to school." I looked around and I figured out that if you go to school, the Army school, by the time you get ready for promotion, if you got the schooling, you're going to get promoted. And I was getting promoted past the Korean War guys. The Army Reserves and the National Guard were pretty weak, the 477th which I commanded had lawyers, White Sox players, guys who are avoiding the draft. So it was a pretty much of a ragtag outfit. When we got to the time, I was commanding the brigade and afterwards the Army Reserve and the National Guard, especially here in Illinois -- I wouldn't have given you a nickel for the National Guard back in the '60s or or the Reserves --

**Scully:** [01:33:12] But today and by the time we got to Desert Storm and Desert Shield, we were a force that the Army could not do without. You needed the reserve components to come on

active duty to flesh out the active army. You needed the National Guard. The National Guard, for example, today is aligned with the Polish Army in Illinois. We are we are a strong force. So the answer is: Oh, yeah, major changes because we started putting money into the Army Reserve and the National Guard and we started saying to them, "You just can't show up for two weekends a month. And, you know, after the drill, go to the bar." That that had to go away. And so we had to get your schooling. You had to be educated. You had to know what your mission was, and you had to be ready to be activated. So by the time I was commander of the 425 and by the way, the guy that was commander before that and the guy who was commander afterwards, we could say the same thing about them. They knew what the mission was, and they worked hard to make sure that if they got, if the reserves got called out, we were ready to go.

**Cohen:** [01:34:31] [Unclear] troops at a higher level of preparedness, correct?

**Scully:** [01:34:37] Correct. Let's see. This was all post-Vietnam and you had to build back up. You had to gain respect and dignity. And today, you know, I would [think] no problem. When you go to combat with the Guard or Reserves, you can't tell whether they're active Army or reservists. And that's what you wanted. And that's what we eventually ended up in from the 425, all the way up to the 102nd ARCOM [102<sup>nd</sup> Army Reserve Command] , we had units that were well prepared and well trained.

**Cohen:** [01:35:14] So going back to Desert Storm and Desert Shield, was this at the point when you were commanding the 102nd Army Reserve Command? But I guess more to the point, how did it work? Here you are. There there's a war during your commanding reserve group--

**Scully:** [01:35:34] And in actual fact, when the Storm and Desert Shield started, I was with the 86th Army Reserve Command as the deputy commander. So I had left the 425. I had been selected by a board to go to the 86 Army Reserve Command as the deputy commander. And we activated here in Illinois. We activated probably ten thousand soldiers and they ranged, and I literally mean this: We had a seven-man etymology detachment that was made up of colonels and lieutenant colonels, Ph.D. from the University of Chicago, University of Illinois. And the first they were one of the first units to deploy to overseas to look at the bugs and the animals in the desert, to hospital units to a couple of engineer units. So I was with the 86 Army Reserve



Command, and I was with them for about eighteen months. I was then selected to go to be the commander. It was it was kind of funny. You had to go before a competitive board. And the commander, the 86 of the time, is a guy by the name of Major General Roger Sandler, who went on to be the Chief of the Army Reserve. And Roger called me, and he said, "I got good news and bad news. Good news is you've been selected to be a major general. The bad news is, you're going to St. Louis, Missouri, instead of the 86 ARCOM." And so I went down to the 102nd ARCOM and I was sent down there for two reasons. While we continue activating troops, we ended up sending 15,000 soldiers to the combat zone. As a general, the generals that back in those days were not being activated. So I stayed at the 102nd. I was there for five years, had some challenges. I had to replace my chief of staff. I had some guys that thought they had divine right to the positions they were in. I had to move them out. But I also had some great people down there. I had a guy by the name of Clyde Jones... my senior civilian and chief of staff. My second chief of staff was outstanding, and I commanded down there for five years from 1990 through 1996...

**Cohen:** [01:38:15] Had your whole family moved there as well?

**Scully:** [01:38:18] No, I commuted down. Now, now we're back to. "So how much time did you spend on active duty?" I spent every weekend in St. Louis, Missouri. And I spent, by then I was on the Army Reserve Forces Policy Committee, I would spend probably two weeks a year in Washington, D.C. So I was doing about one hundred days of active duty when I was the two-star commander, the major general commanding the 102nd ARCOM. This is where you really need the support of the company you're working for. And at the time, I was the head of human resources for the Exchange National Bank. Good news was, is the chief operating officer for the bank was a rear admiral in the Naval Reserves and my boss and we were, by the time when I was commanding out, we also sold the Exchange Bank to LaSalle Bank. Chairman of the Board of the LaSalle Bank was a former Army intelligence officer. So they were always supportive. Sometimes, it got a little dicey when they said, "Where's Scully or where is the admiral?" But for the most part, they were very supportive. I would say the negative factor is maybe when it came to bonus time, maybe it wouldn't get a bigger bonus.

**Scully:** [01:39:51] I know that my bonuses increased once I retired from the Reserves, but the banks were always supportive of the reserve component. In fact, one day the chairman called

me and said, "Why isn't Joe Blow here?" I said, "Well", and Joe Blow is the admiral. So I wasn't Admiral Blow there. I said, "Well, the admiral is working with the secretary of the Navy right now, Mr. Chairman, and he outranks you." [laughs] And he does [word not clear]. But I was always supportive. And so that's key there as you rise in rank in the reserves, that people understand that. Today civilian employers have to understand when a reservist gets called up and it can get really dicey because, you know, the police department up in Woodruff, Wisconsin, where I have a summer home, there's only five men in the police department and one of them goes, that hurts. And so you've always got to remember that the civilian community has to support the reserve. So anyways, I, I had a great military experience. And as you can see from that young kid that took the hill at Fort Riley, Kansas, I was able to continue to get leadership position. I was fortunate. I commanded thirteen of my thirty-two years.

**Cohen:** [01:41:22] Wow. Wow. I think I believe it at the next stage, you were working on policy with the Army Reserve Forces Policy Committee at the Pentagon. Would you like to talk about that?

**Scully:** [01:41:37] Sure. The funny thing was, is the Army Reserve, we call it the ARFPIC the Army Reserve Forces Policy Committee. It's part of the secretary of the Army's office and our liaison was a young major general by the name of Eric Shinseki, and General Shinseki went on to become the Chief of Staff of the Army and eventually the secretary of Veterans Affairs. What we did was -- it was made up of five, excuse me, five National Guard generals, five Reserve generals and then five generals from the active Army. And our job was to look at the policies. And I'll give you an example. The warrant officer training program, to become a warrant officer, you use the sergeant, usually an E-6. You have a skill that the Army wants but doesn't want you to be an officer. And that skill, but they want you to be a warrant officer because they want you to develop that skill. So they would send people from the Reserves and the National Guard to the Warrant Officer Training Course down at Fort Rucker, Alabama. Don't ask me why it's there, but that's where it's at. And the Guard guys would show up and they would fail the first PT test. So why would they fail the first PT test? Well, because they are active Guard guys who say, "Well, the active army is unfair. They're making these guys do a PT test and blah, blah, blah, blah." Well, how can we solve this problem because we're losing people? Our job was to look at the alternatives and what we ended up doing was, is they'd get a pre-test before they came and then after two weeks instead of the first day, get acclimated and guess what?

**Scully:** [01:43:46] They all started passing their test as a simple example. But that's the kind of thing that the Army Reserve Forces Policy Committee [i.e., ARFPC] looked at. So what is now the policy is instead of Day One training our PT test, we take the test at the 14th day or the 15th day. That's what they are picked up. We would also look; we'd also get briefed on some of the things that the active Army was looking at. And we'd be asked a question, "Could the reserve units do this? Could the Guard units do this? And we'd work together to solve strategic problems. Again, coming on experience from the Army War College. But that's what the ARFPC -- And we did that. The nice thing is they are out of the ARFPC... Let's see if I can show it to you. Being on the Army Reserve [Forces] Policy Committee, we got this staff badge, which you have to be on it for three years, and that was another. It's going to sound silly, but all these ribbons and medals are important in the reserve, in the military because they kind of show what you've done. Well, this badge, which is known as the liver patch. You couldn't get it if you're on the Army Reserve Forces Policy Committee because you were a reservist and you weren't spending one year in the Pentagon. Well, it took us two years to work with Eric Shinseki [served as Chief of Staff of US Army] and other members of the Army staff, and it was decided that if you're on the Army Reserve Forces Policy Committee for three years, you get the patch.

**Cohen:** [01:45:27] It's like assessing and rethinking the policies and how to change them.

**Scully:** [01:45:33] Yeah. And you see that today. I mean, they might come in, and I'm sure they did this recently in the last two years. They come in with a new uniform that they're wearing in the army, which I don't have. But, you know, they come in and they say, "Should we go back to the old World War II uniform where we have the tan pants, or should we go to berets or you know, more importantly, do we have enough divisions in the army? Should we have a Reserve division or Guard division? So it's that kind of discussion and it's not nitty gritty, but, you know, it's important items.

**Cohen:** [01:46:10] So, yes. Yes. This is would you like to talk, like, both the different ribbons and decorations that you're wearing now that we're thinking about it? Just to.

**Scully:** [01:46:21] Well, you know, the top ribbons are the personal ribbons. This is the distinguished Service Medal that's given for mostly to general officers. Now, there's also a

distinguished service cross, which is given for combat. This is the same ribbon, but mine is for being a general. So when you see that ribbon, the first question that always comes to mind is it is at a distinguished service cross? And if it is, that's one step below the Medal of Honor. So it's a pretty important ribbon. Here the one we talked about. That's the Legion of Merit. That was kind of fun. This one here is, let me see here. This one here. I'm not sure what this one is, I'll have to think about that. then you've got the Army Commendation Ribbon and the rest of these are what I call show up ribbons, which mean, for example, this one here says, I was in the reserves. This one here says I was in Vietnam for two tours and so.

**Cohen:** [01:47:42] And on the other side?

**Scully:** [01:47:45] This one here, this is the 425th Transportation patch, that unit citation that they received in World War II. This one says, I'm in the Transportation Corps.

**Cohen:** [01:47:57] Cool.

**Scully:** [01:48:00] [Unclear]. What was this one? Oh, this one is the Meritorious Service Medal.

**Cohen:** [01:48:05] So that was for sharing the two engines, right?

**Scully:** [01:48:09] Yeah. No, this is the this is the Legion of Merit. This is the Meritorious Service Medal. This is for just doing some things in the army, three ribbons that are what I call personal ribbons. So.

**Cohen:** [01:48:24] So after. So after I forget the acronym, but after you're with the planning for the AFCOP [i.e., ARFPC] whatever it is [i.e., Army Reserve Forces Policy Committee], then you, I believe you're you you're the commanding general of the 102nd Army Reserve Command. And what duties did you have at that point?

**Scully:** [01:48:48] Well, it's pretty much the same duties as you have in any other unit level I commanded. We had units in Missouri, southern Illinois, and Kansas. I'm going to say we're probably at eighty units ranging from a helicopter, Black Hawk helicopter detachment to hospitals to artillery units to personnel units to transportation units. By then, the

Transportation Corps, the brigade did not have the transportation units in Missouri or Kansas. I had a budget of close to twenty-five million dollars. I had court martial authority. So as a general, I could also award Meritorious Service Medal, Army Commendation Medals. I basically had responsibility for the Army Reserve in three states, Illinois, Kansas, and Missouri. I had several colonels reporting to me. So basically, I was running a small, not a small business, a medium sized business. At the time, I was one of six our Army Reserve commands in the United States Army Reserve since reorganized. The 102nd ARCOM is now down in Fort Leonard Wood, Missouri is called the 102nd Army Reserve Division. It's a one-star command. The 86th Army Reserve has been merged into the...88th Army Reserve Command, which is located in Fort McCoy. So with the Reserves have consolidated. My responsibility was basically, I have full responsibility, I mean, I still I had court martial authority. I could court martial people, I could

**Cohen:** [01:50:47] Did you have to use, exercise court martial?

**Scully:** [01:50:51] I never did. I did some reviews and some cases that I don't care to talk about. But, you know, I had I have review authority. I had a judge advocate general. I had a colonel; I had a controller. All these people were full colonels. Some of them went on to be general officers in the Army. It was a very good command. I enjoyed it. It was five years; it went by very quickly. You know, it was a great experience, and it was a great culmination to a very special Army career.

**Cohen:** [01:51:31] So what made you decide to retire from it in 1996?

**Scully:** [01:51:38] I wasn't selected for another position. I was being considered for a couple of other assignments and the Army selected somebody else. And so, I did not have [another position] When you're at the rank of a major general unless you get another assignment, just think about it. I had two assignments as a brigadier general and one assignment as a major general. That major general assignment is normally a three-year assignment. But I had five years in that role. I was being considered for two other assignments and I was not selected, one of which Mrs Scully voiced her opinion, one of which was a unit that was going to be tied to the 8th Army in Korea. And she didn't think it was a very good idea for me to be commuting back and forth from Iowa to Korea. And so, I didn't get that job basically because she said, "You can't apply for it." And the other job I was not selected. They selected instead of selecting an Army

guy, they selected a Navy guy. And so, it was time to retire. And frankly, I was fifty-four years old.

**Scully:** [01:53:00] That allowed me to devote time and energy to my job as head of Human Resources for LaSalle Bank here in Chicago, which I stayed at from 1990 to 2006 when I retired from the Exchange Bank, not sorry, the LaSalle Bank and I have no regrets. I basically then became the Ambassador for the U.S. Army Reserve for Illinois, and a few years later, I became the senior, my mind just blanked, I became the civilian aid to the secretary of the Army representing the state of Illinois. And I did that for eleven years. I just retired from that position. Believe it or not, I was in Washington, D.C. in February of last year. That airplane trip, I was I was retired as a civilian aid, as the secretary of the Army, Illinois, and had a chance to meet the secretary and get a nice certificate. So that was very special. And my wife was there. And so now I am officially retired from all Army stuff and pretty much retired from [civilian work]. I do some consulting work for Challenger, Gray and Christmas, but I'm pretty much retired now.

**Cohen:** [01:54:29] Oh. Well, it sounds like, as you were saying, a very fascinating and important career in both the military and civilian and so on.

**Scully:** [01:54:38] Yeah.

**Cohen:** [01:54:39] Yeah. So here's kind of just some questions, more of opinion, I'd say. So do you think that Operation Desert Shield and Desert Storm, like, prove the worth of the Reserves?

**Cohen:** [01:54:54] Oh, yeah. Oh yeah. I mean it-- You could not have fought those wars without the Army Reserve or National Guard. And that to me, was really the culmination of post-Vietnam all the ways up to that point. That's where we really saw and the active army saw and frankly, the Navy and the Air Force saw the value of the reserve component. So absolutely no, I have no problem answering that question with a strong affirmative.

**Cohen:** [01:55:31] So one thing that I wonder about is how did you manage to juggle your Reserve with your day job, with... at times your studies, with your family life. It seems [to me] quite daunting.

**Scully:** [01:55:45] Well, the interesting thing was, is when I was a major and a lieutenant colonel, my wife and I made a decision that if we were going to go to Fort McCoy or Fort Bliss for summer camp, we'd take the kids with us. The swimming pool is a swimming pool, whether you're at a motel outside of Fort McCoy or you try to stay on the post of Fort McCoy. So the kids grew up with it, and they were they were supportive of it. I will say that my son, John... I said, "Are you going to be in ROTC at Notre Dame?". He said, "Dad, I've been in the Army for a long enough. I am not going to join". [Laughs] Funny thing was his roommate; I could mention his roommate. His roommate is a full colonel now in the Army Reserve, in the Army, active Army. But the kids grew up with it. Judy, we just made do. We just did what we had to do. While I was in the Army Reserve, my wife was earning her doctorate in education. So she has two master's degrees and a doctorate. And she was a school psychologist for Ridgeland Public School during the time that I was doing the Army Reserve. So we just do it, you know, and it just became a part of our lives. We knew on Saturdays, and Sundays I'd be in the Reserves. Sometimes she'd come with sometimes the kids would come in. But it was just the way it was. Now, the negative: I probably missed more sporting events than I should have and some family events, but for the most part, we just make do with it. It was just the way it was. And I'm trying to think. My kids weren't overly active in sports, so it wasn't critical. I never missed a holiday. So, you know.

**Cohen:** [01:57:46] How many kids do you have?

**Scully:** [01:57:48] I have three adult children. Two daughters live here in Riverside, Illinois. One daughter's husband works for the La Grange Police Department, the other daughter's husband is a physicist. He's got his doctorate. ...My daughter is a marketing director for an accounting firm. And my son John and his wife live up in Wilmette, Illinois. And John works for Bank of America. He's a senior officer with them. And I have four grandchildren. One's twenty-one. She graduated from Clemson in December, and she has a job. The other one is her sister who just graduated from Riverside Brookfield High School. She's going to the University of Dayton. And I got two younger grandchildren who are in seventh and eighth grade up in Wilmette. And I'm not sure where they're going to high school or college, yet. Everybody has their Covid shot so we're all good.

**Cohen:** [01:58:53] I see some of the questions you already answered. But one thing was, how did the developments in technology change, either in terms of transportation or in terms of recordkeeping, et cetera, et cetera?

**Scully:** [01:59:09] Sure. I think. When I joined the Army Reserve, literally, we were using mimeograph machines, and I'm sure today, if I said that to one of my grandchildren, they'd have no idea what a mimeograph machine was. That moved on to the Xerox or copy machine. Today, you know, if you asked me, "Can I have a copy of a document?" I say, "Sure, I'll scan it and I'll email it to you." So that that makes a big difference. Record keeping is no longer on a piece of paper or a microfiche, it's now on a stick. So that's the big difference. Today if you don't have a computer in combat, you can't move the vehicle, you can't shoot the weapon. We're seeing it today with these terrorists that are attacking our computer systems. So that's the biggest difference. Weaponry is more sophisticated. We can sit here like you and I are talking. Well, somebody in the Pentagon, can sit in the Pentagon or out at Rock Island Arsenal and watch a truck going down the road in Afghanistan. That's the difference. You can have a young man or a young woman sitting in an Air Force base in Missouri firing a drone rocket at a tank in Iraq. That's the difference. You know, you can, and that's that's the major difference. The highly sophisticated I mean, someday what we're talking about today is really cool, but it'll be so much more sophisticated in the future. Space program has had a lot to do with it. You and I benefit from that. Putting a rover on Mars. What an amazing thing! That's the difference.

**Cohen:** [02:01:28] I'm not sure if this is a little too farfetched, but I was sort of reading about the U.S. Transportation Command that has a mission to integrate mobility operations leading to joint deployment, distributive enterprise, etc... So it made me wonder, do you think that working jointly is the most effective way to organize transportation. Do you need the Air Force in conjunction with the Army, et cetera, et cetera?

**Scully:** [02:02:04] The answer is yes. The U.S. Army Transportation Command, which is located in Scott Air Force Base, controls the movement of all military assets throughout the world. And it's important that they have the ability to know where the airplanes are, where the ships are and where the trucks are. And jointness is the way to go because there are certain skills in each branch of the military that the other branch doesn't have. So it's critical, you know, it's critical, for example, the Army needs to know I've got to have transportation at the Oakland terminal



because a ship is coming in with containers that needs to be moved to the middle of the United States. We need to get out of Afghanistan. How many Air Force C-130s do we need to move the trucks, the tanks, the jeeps? So that's why you need to jointness. Today, people don't wear these stars unless they've had joint experience. And you usually get joint experience at the lieutenant, colonel, and above level. So it's very important. So I think I think it's critical.

**Cohen:** [02:03:31] I found some very interesting questions off a website, and I wonder if you'd like to answer them. The one question is how does understanding a country's ability to generate transport, sustain, and redeploy military forces contributes to its understanding of its national power?

**Scully:** [02:03:56] Are you trying to--? We have to have the ability to be flexible, to be flexible and we have to have the ability to move equipment, supplies and personnel quickly throughout the world. The fact that we have the ability to do that makes it -- our enemy understands and knows that if they attack us, we can respond fairly quickly. Having said that, one of the issues that is facing the military today and this has got nothing to do with the army is do we have enough ships to be present in the South China Sea? Do we have enough ships to be present over in the Middle East, to project our power? So, the Chinese know if they decide they want to invade Taiwan, that we will respond in no uncertain terms. So, I think it's important and frankly, we look at our enemy today. China has the ability to project. Russia, when you really stop and think about it, only has ability to project in the European or the northern European area or the Eastern European area, and Iraq, I'm not quite sure what they got because, I mean, they just they just lost a ship, probably by their own fault. So, you know, those are our three, and North Korea. What can North Korea really project? How close can North Korea come to attack us? And I can tell you, it's called Hawaii. And Maui and Honolulu. So, they can get a rocket. So, we got to be able to respond to that, which we can, by the way, which we can. I'm just using to try to get just the big picture. But that's the kind of thing that the folks in the Pentagon are looking at - strategy and do we have enough to respond? Now, the challenge for us is do we want to spend more money on military or domestic? And that's the debate that's going on right now.

**Cohen:** [02:06:29] Yeah. Yeah, that is. That is. That's true. Well, okay, this well, this may be a bit of a loaded question from this website, but I'll read it anyhow. If the military continues to

optimize its distribution capabilities toward a 'just in time' concept, will maneuver leaders be confident enough with their resources to audaciously close with and destroy the enemy?

**Scully:** [02:07:00] I guess that question is an open question.

**Cohen:** [02:07:04] Yeah, yeah,

**Scully:** [02:07:05] I truly think that today we can respond. But you know, what is quickness mean? Quickness means sixty to ninety days. You know, I. I don't see us right now having to respond. That's a tough one. It's actually a tough question to answer. I think we do. But we have to be cautious, and I would have to say you're asking me a question that's above my pay grade, [Laughter] but this is the kind of question that they debate in the Department of Defense and in the Secretary of State's Office. I can't really give you a good answer.

**Cohen:** [02:07:56] That's fine, that's fine. One last question. It may be like you're saying it may not be appropriate at all, but how can maneuver leaders balance the need to cater quality of life expectations of an all-volunteer force and the desire to minimize the logistics footprint in an active theater of operations?

**Scully:** [02:08:25] Well, I think in some ways you've asked two questions here. The quality of life that we have to provide to today's military is very important. I think the Army does a fairly good job of it because a soldier can be assigned to a military base. Right now, I would say, unless you're in the Infantry or Special Forces -- I have a nephew right now that spent his entire career at Fort Bragg and he's in his fourth year. In fact, I told him the other day, you either go to OCS or deploy because you got to do something different -- And he's in the Transportation Corps. -- We provide good housing. The real issue is what to do with the spouse. And I'm talking about a female spouse. We need to make sure that she has good quality of life, good schools, good housing, and, more importantly, the access to a good job, and that's a challenge that we face. The Navy has the challenge of long tour deployments. You know, there used to be an old saying in the Army, "If you're first sergeant thought you should have a wife, he'd issue you to it." And that's probably a sexist joke that we'll cut out. But the point is, we have to, if we're going to have a volunteer force, which we have, we have to think about the whole family, and sometimes we don't.

**Scully:** [02:10:12] And the Army, the army is bending over backwards to do that. But it's really up to each individual base and each individual commander. So and you kind of see an example of that. The guys at Fort Bragg and Fort Benning, they seem to have the family involved. The guys out at Fort Hood, they lost the big picture. You also have to be cognizant of the fact that the military today is made up of men and women. The units that I commanded; you could probably count the number of women in the unit on one hand. I mean, I had a master sergeant. She was wonderful lady. But I don't have, any I didn't have any other [female] master sergeants, but her. She happened to be an African-American. Very good, good sergeant. But today, you have men and women working together and you cannot have harassment or abuse by either sex towards the other. Now, that's easy for me to say as a seventy-eight-year-old but try to tell that to an eighteen-year-old, you know. But that's what you got to be kind of--- the commander sets that tone. And it's very important. Now going forward into deployment. Again, some of our best soldiers are women and they do a great job.

**Scully:** [02:11:52] So, you know, truck drivers going into combat. And by the way, truck drivers going to combat, even though they're "combat service support" during combat--

**Cohen:** [02:12:01] --Yeah!

**Scully:** [02:12:02] So you got to be cognizant of that. So you got to make sure that you have a healthy environment and that you provide for these folks. And I think that's a challenge of the all-volunteer force. And, you know, I don't know how it's going right now, but we're getting I think we're going to meet our goals this year in the Army, our recruiting goals. You know, I think I think the ROTC, I watched the commissioning ceremony at Notre Dame the other day, we we commissioned about fifteen or twenty men and women, the Air Force Commission commissioned mostly women in. It's because Notre Dame is a joint ROTC program, Army, Navy, Air Force, Marines. So so it's important that we make a healthy environment for these soldiers, and we treat them as soldiers. We don't treat them as men and women. We treat them as soldiers. It's a real challenge. And I think I think the active Army and reserve leaders struggle with this day in and day out. Because, you know, what you say is policy. Everybody's got to follow.

**Cohen:** [02:13:14] Yeah. So as as you know, the Pritzker Military Museum & Library has a mission to study and collect stories, artifacts related to the citizen soldier. What does the term citizen soldier mean to you?

**Scully:** [02:13:36] Well, it means, it means what we've been talking about for the last few hours, somebody who has a civilian job and also is in the Reserve or National Guard. And the citizen soldier realizes that he or she is not going to be on active-duty full time. Now, there are some that are, they're called they're called Army Guard and Reserve AGRs. They do full time work. But the citizen soldier realizes that he's going to do a mission or she's going to do a mission and then they're going to go back to their civilian life. The key to the citizen soldier is the citizen. And the family and the business have to support the soldier. So that's what it means to me. I mean, I was a citizen soldier and my business, and my family supported what I was doing. And it's critical that we continue to have a Reserve and National Guard in our country.

**Cohen:** [02:14:37] Are you a member of any veteran organizations?

**Scully:** [02:14:41] I'm a member of the VFW Post here in North Riverside, Illinois, and I'm a member of the American Legion Post at the Union League Club Chicago. Don't ask me the numbers. But I those are... And I'm also a member of the Military Order of the World Wars. And I remember you know, I guess those are the three military organizations that I'm a member.

**Cohen:** [02:15:09] What would you like young people and future generations to know about the military?

**Scully:** [02:15:17] Oh, I think the military's easy. It's a great way to start, whether you graduate from high school and go right into the military or you go on to college and get your ROTC or regular army commission. You know, as I look back on my career, I was a supervisor in the military. I ran a postal detachment that got me my first job. It also got me back in 1968, my wife sent me \$100 a month to live on and I saved my entire military salary. So when I left the military, I had \$10,000. That was my down payment on a \$30,000 dollar house. I put a third down. So I think it's a great way to start. I also think it's a, it's a patriotic thing to do. And I know patriotism is kind of, you know, we're all worried about being woke and all this other stuff. But I think it's a way to support your country. I mean, if you told me I'm going to go into the Peace

Corps, I'd say good for you. That's a way to support your country. I think every young man and woman needs to do a service to their country. And I don't care whether it's the Peace Corps, the Army or whatever. So.

**Cohen:** [02:16:37] To contribute.

**Scully:** [02:16:38] To contribute, you know, and unfortunately, in my opinion, our children today and it's probably our fault they have too much, and they expect too much. But, you know, I encourage my grandchildren to give back and so far, knock on wood, my two oldest ones have.

**Cohen:** [02:17:02] General Scully, is there something that you would like to add or talk about that we did not address?

**Scully:** [02:17:14] That's not a fair question, I ask that all the time. [Cohen laughs] Tell me about something that I didn't ask. Let me just look here for a minute.

**Cohen:** [02:17:25] Look, I'm going to look over, too to see what--

**Scully:** [02:17:29] I actually think we've pretty well...You know, I think we talked about it, we've covered just about every question that you shot at me, and I think we've covered everything. You know, the one the one thing that I will say is that I feel that that the Pritzker Military Library and other organizations that support the military in a scholastic way other than just the VFW American Legion way is really important. To have a collection of literature and memorabilia available to the military is extremely important. And I am pleased to see that the Association of the U.S. Army recognizes that. I guess that I'm a member of the AUSA and a member of the Military Officers Association, as well. I think it's important that people that are that are retired like me are not afraid to speak up and lobby the Congress. I think that's important. I think with the military, what you do at the Pritzker, is very important.

**Cohen:** [02:18:55] I think so. I think it's also nice to have a neutral place of debate, between programs and the library itself and the museum collection.

**Sully:** [02:19:04] Yeah, it really is

**Cohen:** [02:24:10] Okay, well and many, many thanks and in appreciation, we'll be sending you a challenge coin in the mail not quite as dramatic as it in person... [Laughs]

**Sully:** [02:24:21] I'll send you one of mine, Leah! How's that? We'll exchange challenge coins. Okay?

**Cohen:** [02:24:23] Okay! Thanks so much. Thank you so much.

**Sully:** [02:24:34] Alrighty, bye bye.

**Cohen:** [02:24:35] Bye bye.