



**TRANSCRIPT: INTERVIEW WITH
ANN DUNWOODY
13 FEBRUARY 2013**

QUESTION: Your family has a long history of service.

GENERAL DUNWOODY: Well, I was an Army brat and in my family we had four generations of West Pointers. So it was my brother, who was class of '70 and my father and his dad and his granddad. So as you can imagine, as kids, we probably laughed saying we were born with OD, olive drab, blood coming up with such a family that's so steeped in our Army and military traditions. Then my older sister also joined the military. She got a commission back then and was the third female helicopter pilot. So I was surrounded from the day I was born, being an Army brat and a daughter of a Soldier and the rest of my life being a Soldier. Now I didn't ever really think I was going to join the Army. Even with a family that's so steeped in Army tradition did I ever even have a thought about coming to the Army. I was a tomboy since I was probably 5. I don't know if they use that word tomboy anymore; but, people do sports and love sports. I always knew that I was going to be a physical education teacher and a coach. And I spent most of my life working toward that end. We moved around a lot, as you can imagine, as Army brats. I enjoyed being an Army brat. I loved moving around. I'm the middle of a family of five. So I had a great big family, good Catholic family. And my brothers and sisters made growing up fun and I had the best mom and dad and role models that any kid could ever ask for. By the time I got to high school, my father was assigned to SHAPE Headquarters, as the deputy, he's a one-star general. So I spent my entire high school in Belgium and again, cheerleading, tennis, sports, traveling around Europe, like we used to travel around the United States. Following that assignment my father got orders to go to Vietnam. He was a three-war veteran. So, right out of West Point he went to World War II, then the Korean War and then Vietnam. He was a hero to me since a youngster and so was my mom. And he got orders to Vietnam. I knew going to college that I had two criteria, I wanted to go to one of the top ten physical education schools and I wanted to be close to my mom who was going home to her hometown. And I ended up at Cortland State, in New York, SUNY, which fit the bill to the tee. It was one of the top ten physical education schools and I was about a hundred and fifty miles away from my mom. So that was the start of my journey. In college I continued on with sports. I did gymnastics and tennis. I had wonderful coaches, wonderful friends, and in my mind, I was living my grand plan that I had since I was young. And during my junior year in college, my older sister, who is right now in the military, informed me of a program the Army was initiating to try and get women into the Army. In the program you would, for four weeks, between your junior and senior year, kind of get a taste of the wax and military, women in the Army. And if you were accepted and applied, then you became part of this program where they paid you \$500 a month during your senior year in college, which was a lot of money back then. You graduated with a commission as a second lieutenant with a two-year commitment. And that was a very tough decision for me, because I was going to be a physical education major and I was going to be a coach. But I thought about it and I said, well you know, I could really use the money, five hundred bucks. And only two-years, I could stand on my head for two-years. So this will be a little detour en route to my coaching and physical education career; and here I am, almost 38 years later, still in the Army.

QUESTION: The military is physical, too. Was that appealing?

GENERAL DUNWOODY: Absolutely. Matter of fact, you know, I thought my passion was physical education and coaching, and it really was. I just found a different profession that had those same passions as part of a large organization and I found the Army to be a values-based organization just like the family that I had growing up in. But what attracted me to this little program was one, the quality of women that joined it from colleges around the country, two, the physical demands, which I loved, because I loved sports and the challenges and opportunities that we had. Even during my initial two-year stint.

QUESTION: Is your dad still with us?

GENERAL DUNWOODY: He is, I am so blessed. He's 94; we just celebrated his 94th birthday. They just live about 90 miles south of us now in Tampa. He'll probably outlive all of us. He's a Soldier by every measure. Dedicated, committed, never quit, talk about never quit, that's him. And right before my promotion he had a very serious life-threatening incident about four months before. But again, so determined to be there that bigger than life, he was up and running and there for the promotion. I'm very blessed that he was able to make that.

QUESTION: What are your thoughts about women in the Army during World War II?

GENERAL DUNWOODY: Well, I think you can never forget. I had two pictures on my wall in my office when I was still on active duty and now in my office at home. And one of them, the day I got promoted, a retired flag officer called me, female, and she said, hey we'd like to have a little luncheon in honor of you being the first female promoted to four-stars, we had done that for the first one-star, for the first two-star, and for the first three-star. I'm thinking this is a little round table and, you know, restaurant that we get around to. There was almost 70 female retired and active duty flag and general officers there, probably a hundred and thirty stars in total. There I met some of these women that I'd only read about, like General Carol Mutter, Jeannie Holmes and women that had lived and breathed Army their whole lives and had made such a difference. When I got promoted, I was so unprepared for the enormity of this promotion. Not to Ann Dunwoody, but what it meant to the Army and to these women who had fought so valiantly to give women the opportunity to serve, to make a difference, to open the doors so that we had the same opportunities and new opportunities and better opportunities in our generation. And so, that day, I had the opportunity to thank them for what they had done. Because they really did what they had done whether it was disguised as a man or taking no pay or putting their life on the line or, the examples are endless. So we should never forget what they did to allow us to continue this journey, where doors have continued to open, so that we, too, can open the doors for those who follow us in the future.

QUESTION: How has the stereotypical image of the 82nd [Airborne Division] evolved?

GENERAL DUNWOODY: First, I was so honored and thrilled to be selected to command in the 82nd. I'd already spent 4 years there and those were four interesting, exciting and challenging years, because that was my first assignment to the 82nd. I would say back then most people came in as lieutenants and came back. It was harder to get in, even for males to get into that organization, if you didn't start out there with some credentials in airborne operations; so I was fortunate to get into the division. I had served as a paratrooper in Europe and I had my senior wings, so I had some credentials, they just weren't with the 82nd. But to have the opportunity to command a battalion I thought I'd died and gone to heaven. If I had never done another

assignment in the Army, that was nirvana. To have had the privilege to command a battalion in the 82nd Airborne Division was probably the most thrilling thing I did in my entire career and I was so delighted that I knew that if I never did another thing, I have done something that I would never dreamed of doing but was able to do. When I got there I was the only female in the division. I didn't know that until I got there. I had come from non-divisional units where there are a lot more women and men than there were in the 82nd. So I was the only female at the time and I remember going to the unit readiness reporting at division and the G1—the personnel person—would brief to the division commander, we're 2% women and holding. And I thought, well, that's interesting, [LAUGHTER]. So they really are welcoming you with open arms to be part of this outfit. But back then, it was just like any other change, a perception of what women can and can't do. And just like any change, women come in and demonstrate that they're capable, very capable, of doing and taking on these challenges and meeting those challenges and making a difference.

QUESTION: Why was it so special to you?

GENERAL DUNWOODY: First, you know, I told you I only came in for two years. And one of the exciting things that happened to me during that early two-year stint was they opened airborne school to women officers. And quite frankly, that was another exciting thing. You're kidding me, they're going to let women jump out of airplanes. So all I cared about was getting an airborne slot. I didn't care what branch; and I asked, which branch will send me to airborne school? I don't care, quartermaster, signal. That was because of my excitement and love for sports, what could have been more exciting than having the Army teach you how to jump out of airplanes. And so, quartermaster branch was the one that said you want to go jump, we'll send you. That made my two-year commitment worthwhile right there because they were going to teach me how to jump out of airplanes, I was going to be a paratrooper, how cool was that. Then I was very fortunate as I stayed in to command a rigger detachment in Europe. We got to jump with the French and the Germans all over drop zones all over Europe. I earned my parachute rigger badge and my senior jump wings. So my love for the physical side of the Army and for the fitness that I'd grown up with was able to manifest itself. The opportunity now to do it in a divisional unit that was such an elite unit at the time just was exciting to me to have that opportunity to do it.

QUESTION: What is the Ready Brigade?

GENERAL DUNWOODY: The Ready Brigade was a way for the division to keep a unit ready at all times. You had one that was ready to go, one that was training and ready to go, and one that in support, recovering and resting. That was their cycle, if you will, to keep units ready to go at a moment's notice, a contingency. All of the women were in the support elements that supported those brigades that were ready to go. So it wasn't until later that women started to be able to be assign to a brigade headquarters as their G2—Intelligence—or S2. But at the time, most of the women were in the support elements in the division, still part of the division, that supported the brigades. So as a DISCOM Commander, which I was for the 10th Mountain Division, the Climb to Glory Division, we trained the battalions to support those brigades so they had the supply, maintenance and medical support they needed to go on their missions.

QUESTION: What were your thoughts when the academy was open to women?

GENERAL DUNWOODY: You know, it's interesting, and maybe because I never thought I'd ever join the Army, that West Point wasn't on my radar screen even with the legacy of my family there. And ROTC certainly wasn't because I was going to be a [LAUGHTER] physical education major and a coach, and so the fact that they weren't open really didn't hit my radar screen at the time, but the reality is even today, there's many general officers, particularly in the non-combat arms that go to schools that aren't West Point. Myself, I stayed in the Army one job at a time. I remember telling my dad, you know, I really like the Army. And as long as I really enjoy it and I think I can make a difference, then I'm going to stay. And that was early on the two-year commitment. And he was surprised because I was the one that never was going to get into the Army. And that's how I've approached it every time I had an opportunity in the Army. I'd say, do I think I can make a difference and do I still love what I'm doing, and the answer came out yes. Doesn't mean there weren't hard days and there weren't some jobs where I thought hey, this is it, I'm out of here [LAUGHTER] you know; I think we all have those kind of days. But I've been so blessed to have been given opportunities. When I got back in the division, right before taking a battalion command, I had the opportunity to become the division parachute officer that was previously an all male coded position. I think because I was fortunate to have spent three years in the division, that women as you see today are able to prove that they're capable of taking on these assignments, which were for whatever reasons closed and be able to do them, professionally and make a difference.

QUESTION: One thing where you made a difference?

GENERAL DUNWOODY: I feel blessed and I hope I've done that in every organization I've been in. I say that because early on I learned from my very first platoon sergeant who taught this second lieutenant what right looked like. I even remember back then that was a post Vietnam Army, we're doing the integration, getting rid of the draft, and starting the all-volunteer Army. So it was a challenging time for us. We weren't at the peak of our game, as you know, with Category 4s and draftees that didn't want to be in the military. So, while I didn't know it when I joined the military at the time, I was blessed to have a platoon sergeant who had nothing broken about him. And he was going to make this second lieutenant the best lieutenant in the Army, because that's the kind of platoon sergeant he was. He taught me what right looked like. He taught me how to reward people that were making a difference and he taught me how to discipline and punishment those that weren't living up to the standards. He taught me what the standards were. He taught me that you never walk by a mistake or you just started a low standard. Having that kind of base as a lieutenant is something that I've carried with me throughout my whole career at every organization. I didn't know it at the time, but he was teaching me what a high performing organization looked like. They meet the standards routinely, doing outstanding things. When you take that philosophy that I was so blessed to be trained with early on to every organization you have an opportunity to make each organization bigger and better than you left it. I don't say perfect. I never took over a perfect organization, I never turned over one, but better than when you found it. In today's Army the environment has changed so much, asymmetrical warfare. That means we've had to transform and change the way we do logistics and apply maintenance, that's what I've tried to do throughout my journey, as well as training the legacy on the bench behind so that you have those leaders that are going to carry some of the future.

QUESTION: Is there a pursuit of excellence?

GENERAL DUNWOODY: I think you're spot on. I think that's why I stayed in the military. I came in for two years and what I found was the values-based organization that you had an opportunity to make a difference. You had an opportunity to help this institution that was based on values, to achieved excellence that was responsible for winning our Nation's war, to train those youngsters, which is a huge responsibility. To survive, fight, and win our Nation's wars there's no cutting corners when you had that kind of responsibility. Now I will tell you that there will be times where you thought or I thought I needed to do something. There are roadblocks and there's bureaucracy that likes status quo and change is not easy as we are seeing today. And there's probably some times when I felt like I ran against those bureaucracies that you say okay, if they're not going to allow me to do this, then maybe this is my time, let someone else that can carry the water go. But at the end of the day you say, if you're not going to do it, who is? And you try to come in every day and say what can we do to make their lives better.

QUESTION: What does Hollow Army mean?

GENERAL DUNWOODY: Post Vietnam, and I think it's something that you hear today in the news because we are so concerned at the height of every conflict in our military. If you go back and look at the military budget from World War II, you see an infusion of funds, people, resources, money, and training; and at the end of the conflict, a dramatic, dramatic cut in funds, resources. And normally there's a second and third order effect on the military when you have that kind of reduction. If you go back to Vietnam, we hollowed ourselves out. You had the draft, you had the same people going back and forth. We weren't sending people to professional education, non-commissioned officers, so we were hollowing ourselves out and discipline standards slipped. We started recruiting people that didn't have the right education standards, recruiting people that necessarily didn't want to be in the Army. And so we had an organization that wasn't representative of the kind of Army that this Nation expects and demands. It took us ten years to recover. It took us ten years to build non-commissioned officers again, to train the force, to re-instill the disciplines, the standards, to get the equipment and the resources that we need to be again the world's best fighting force.

QUESTION: Is this the best Army that's ever been assembled?

GENERAL DUNWOODY: I think it was the best, the people were the best trained and led. I think what we found during Desert Storm is that we had systems that hadn't necessarily been modernized sufficiently to accommodate a massive movement of people, equipment, and supplies. In my arena, which is logistics, we didn't have the in-transit visibility tools to see the equipment. We didn't have the tools to account for the stuff that was going on. You remember that term iron mountains? We shipped tons of stuff over through every means possible. Containers we didn't necessarily know what was in them and we ended up sending, I think it was, 20,000 back unopened at the end of the war. So, we shipped just in case logistics, and then shipped it back when we were done. It's a very expensive way of doing business. Were we the most efficient and effective force we could have been? We weren't because we didn't have the tools to help manage ourselves. Can you imagine Toyota not knowing where their cars are and their equipment? But we didn't know where MREs (food) and bullets were because we didn't have that kind of capability. It was manual, people trying to keep tabs with spreadsheets and toilet paper. We said we were going to fix that. We didn't invest after that war in the tools, we want to buy sexy weapons but we don't want to invest in IT systems that allowed us to see ourselves better. At the start of OEF we still hadn't fixed what we said we were going to do,

which was get total asset visibility automated real-time data in place. So we've had to do that while at war. We had to play catch up but we have come a hell of a long way that we can now see ourselves truly from the foxhole back to the factory and manage the stuff that's in the pipeline. You can redistribute it and you can fix it before you redistribute it. So where we are now in terms of Afghanistan, a landlocked country with very few paved roads, with 20,000-foot mountains, that we've been able to sustain that war, with maintenance, supply, food, without a hiccup, you haven't heard people going without in a landlocked country like that. And with Iraq, when we had to get out by presidential mandate, we were able to get down and account for our stuff, get it back in the pipeline, get it back to units that were deploying to Afghanistan. We could have never met the surge if we had not been able to use the equipment that was coming out of Iraq. The old days, we couldn't have seen ourselves to do that.

QUESTION: What kind of skills are required to command that kind of effort?

GENERAL DUNWOODY: I think we have the most talented logisticians in today's Army at all levels because of what they've done the last ten, eleven, twelve years. To operate in those kinds of environments, both personally and professionally, you need to think about the sacrifices that these men and women have made with multiple deployments in these very harsh environments. To figure out strategically, operationally, and tactically how to support these two wars, both in Iraq and Afghanistan, leveraging our national capability to ensure that the war fighter, commanders, can stay focused on the fight, that they don't have to worry about logistics, that we've got some incredibly smart, genius, intuitive and creative folks out there now that have figured out how to do things, not the old way, but the new way, that delivers and produces results. When I look at our bench, and the bench is deep, and women who are so talented, that when I retired, I felt so good, I have no worries because we've got such an incredible, talented crew out there that will carry on and continue the journey of making this even bigger and better; and with these budget cuts, once again, we're going to see the need to be creative, innovative and do things more efficiently and effectively, not more with less. We have all the right kinds of folks out there and when I think about the women on the bench coming up, when you look at our Army Staff, the surgeon general's a female three-star, the G-1's a female three-star, the G-6 is a three-star, so these specialties, intelligence, signal, are all women. If you look at the secretary of the Army and his staff, there are more women than I've ever seen. My niece, you know, I thought jumping out of airplanes was so cool, and she's an A-10 pilot. She graduated from the Air Force Academy in 2000 and now like her dad, she's dropping bombs in Afghanistan. To see the growth and to see what women have done in all walks of life and now the doors are open in even more opportunities is exciting to me.

QUESTION: What is the gist of the announcement about women in the military?

GENERAL DUNWOODY: Well, basically, I think what the secretary [of defense] and the chairman [of the joint chiefs of staff] through that announcement were trying to get at, is that we have a lot of talent and this last ten years of war we've seen men and women on the battlefield doing courageous, heroic acts, and they have made a difference. The reality is some part of this is just catching up to the reality on today's battlefield. You know, Desert Storm, one would submit it was still kind of a linear battlefield and people were safer than up on the frontlines. Today on this asymmetrical battlefield there's no safe area and everyone's at risk. I think that Jessica Lynch brought it to light that everyone is in harmed way and then chief of staff said every Soldier on that battlefield needs to be a rifleman first and we need to invest in the training and

the marksmanship and the skills so that everyone out there can survive and support on today's battlefield. So you saw this train and the shift of resources that if we're going to have men and women out there, they had to have the skills, the training and the resources to be able to survive. So with this announcement, part of it was catching up to a reality of today's battlefield and part of it was instead of justifying that you can, you now had to justify why someone cannot be in a certain skill-set. That's a huge paradigm shift. My takeaway is that they're trying to get the best athlete in an Army where we need the best athletes in every skill-set on the battlefield. So by giving women skill-sets and allowing them to demonstrate that they can do these things, they will meet and exceed and demonstrate they're very capable. Now how many want to do that? I don't know. A lot of men didn't want to jump out of airplanes, you know. When I was in division, I said how come we don't have more women? A lot of women didn't want to jump out of airplanes. But a lot of guys didn't want to jump out of airplanes. How many women want to get into combat arms, I don't know. But the ones that want to, and are capable of doing it, should have the opportunity to do that. I think it's been a very methodical and logical roll out on the way ahead.

QUESTION: Women volunteered to serve even when they couldn't vote. What did that say?

GENERAL DUNWOODY: You know, I don't think it's changed. It's been my experience that people who want to serve this country are going to find a way to do that, whether they can vote or not, men or women. You're always amazed with each generation. When you talk about the greatest generation, you think there couldn't be anyone bigger or better than that generation, and they were heroes, and now you talk about these youngsters in this generation and they are the next best generation, deeply committed. The stories you hear when you go to Walter Reed and now Bethesda, of these great Americans and the sacrifices I was talking to you earlier. You think you're going there to inspire and motivate and you're the one that comes away inspired and motivated because all they want to do is get back to their unit. And I don't care what's happened to them, all they want to do is get back with the men and women on their left and right and serve with that unit. They all feel guilty that they're not there, because their friends are. This camaraderie that exists within the military is something that just pulls at your heartstrings. For those who have a true passion, and women from as far back as we can remember have had the same kind of passion, have found ways to do that. And now as we continue to look at the impact those early influences did on what we're able to do now, it's pretty amazing.

QUESTION: Why is Memorial important?

GENERAL DUNWOODY: Well it's so important, and one of the reasons I'm here is because it is a place that is preserving the legacy of women who have made such an impact throughout the history of our country. When they started this program, and I know when they started here, there were so many wonderful stories that were untold and they've been able to go out and dust off those stories and bring them to life in this beautiful facility and in Fort Lee at the U.S. Army Women's Museum. What's so beautiful about this place, General Vaught and her team, they have done so much to bring to life stories of women so they are not forgotten. This is kind of the capstone place where people from all over the world, from all over the country, can come learn about or not forget about and be inspired and motivated whether it's little girls or little guys, about what women who have gone before them have done and know that they, too, can do the same.

QUESTION: What do you want people to know about the women currently serving?

GENERAL DUNWOODY: That we have some incredibly courageous, heroic, dedicated women serving in today's military. They are so talented. They're afraid of nothing. They know that they can achieve anything they want, and they have. They have made such an impact no matter where we put them. I talked about the new law catching up with today's battlefield, but if you're out there, if you're in Afghanistan and you see a female medic that's out with the battle, that's where they are. And those male members of the platoon said we wouldn't go anywhere without her. You heard General [Martin] Dempsey talk about the machine gunner on his vehicle, Amanda, they are everywhere on today's battlefield. They are performing magnificently and it makes you just so proud. People who come into the military, whether they come in for one year, two years, ten years, or twenty years, they will go back a better citizen because they will have been part of a values-based organization that taught them so much responsibility and leadership, that when they return to civilian life, they will be better citizens. The other thing I think is so important out of this is that we have a new generation of veterans coming out of this war. We have a moral obligation to take care of those veterans, men and women, to ensure that their quality of life is equal to their quality of service. It's going to be a long time and it can't be at the end of the war that we forget about them, but something that each and everyone of us has to work hard at; open our schools, open our business, reach out, and it's more than taking them on a golf trip. It's helping them get a quality of life job that allows them to have a quality of life equal to their quality of service.