

Wisconsin Veterans Museum  
Research Center

Transcript of an

Oral History Interview with

JOHN F. ROGAN

Finance Officer, U. S. Army, 1945-1970

2002

**[Edited by John F. Rogan, April 2004]**

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**OH136****Rogan, John F.**, (1926 - ), Oral History Interview, 2002

User copy, 1 sound cassette (ca. 97 min.), analog, 1 7/8 ips, mono.

Master copy, 2 sound cassettes (ca. 97 min.), analog, 1 7/8 ips, mono.

**ABSTRACT**

John Rogan, a Middleton, Wis. resident, discusses his Army career as a finance officer spanning World War II, the Korean War, and the Vietnam War. Rogan discusses his desire to serve in World War II even though his mother did not want him to and his decision to enter service. He talks about basic training at Fort Dix (New Jersey), infantry training at Camp Wheeler (Georgia), and the relationship between enlisted men and officers. While Rogan was in training, the atomic bomb was dropped and he gives his opinion of this decision. He provides a sketch of the Army's preparations to handle the influx of returning soldiers including his assignment to finance, abbreviated training courses, and teaching returning soldiers. Rogan comments on Officer Training School (OCS), transfer to Camp Zama (Japan), meeting and marrying a Red Cross worker in Japan, and the effect of the Korean War on his service in Japan. When the Korean War began, Rogan was transferred to Sasebo (Japan), he touches upon his duties establishing a processing center and finance office. He details the financial processes on a military base including military payment certificates, exchanging American and Japanese money, and techniques used to avoid the establishment of a black market. He comments on the military education system, promotions, the challenges of raising a family and serving in the Army, and the community of military families which helped each other get established at new bases. Rogan served at Naha (Okinawa) and relates his duties promoting Japanese economic development, establishing a banking system, promoting foreign trade and investment, and assisting in the creation of the Orion Beer company. He mentions serving at West Point (New York) where he modernized the financial department, Vietnam era hardship tour in Korea, decision to retire from the Army, and finding a job in Madison (Wisconsin) in 1970 as a staff member with Governor Knowles.

**Biographical Sketch**

Rogan (b. July 10, 1926) served in the Army with the finance division from 1945 until 1970. He served with the 192<sup>nd</sup> Finance Disbursing Section, and briefly with the 98<sup>th</sup> Anti-Aircraft Artillery Gun Battalion. He retired as a Colonel and settled in Middleton, Wisconsin.

Interviewed by John K. Driscoll, Wisconsin Veterans Museum Volunteer, 2002.

Transcribed by John K. Driscoll.

Transcript edited by Abigail Miller, 2002.

## Interview Transcript

John: Okay, if we can start. This is an oral history interview. I am John Driscoll. I am a volunteer with the Wisconsin Veterans Museum. Today is October 28, 2002. And the narrator today is Jack Rogan. We are talking at Jack's home, in Middleton, Wisconsin. And, Jack, if we can, why don't we just begin at the beginning. Why don't you start where you were born, your early family, your early life, and we will take it from there.

Rogan: Thank you, John. It is a pleasure to be here with you this morning. I was born in New York City on July 10, 1926. I am the oldest of seven, in a large Catholic family. And after three of my sisters were born, following me, my folks decided to go to Ireland. They were both Irish, and both from Ireland. And we rented a home near my mother's home, outside of Dungiven. And lived there for about three years. I wind up going to the same one room schoolhouse that my mother had attended as a girl. Same schoolteacher, Master Gillespie. After a while, my father decided that life in Ireland wasn't what he thought it was going to be.

John: Now, this would have been in 19--?

Rogan: Well, it was probably around 1930--I was born in '26. So, I was still a little guy. But I did wind up going to the first grade over there. And I think the reason my dad went to Ireland, he was concerned about his mother. She was in failing health. And some of the other relatives were not doing well physically. Anyway, he decided to come back to the States and take a job with the New York State Prison System. So after a couple of years in Ireland, we came back. Relocated in Elmira, and my dad worked for the Elmira Reformatory for many, many years. And that is where some of the other siblings were born. And some of my brothers ended up working for the prison system.

John: How many brothers and sisters in total, Jack?

Rogan: Four boys, three girls. Eileen, Mary, and Millicent were the sisters, and Joe, Tom, Eddie, and myself were the boys. So, of course, coming from Ireland, I had quite an Irish brogue. And it was a little difficult for me to adjust to being in school back in the States again. And I went to St. Patrick's Grade School, good school. The nuns were pretty strict.

John: What order?

Rogan: We had the Sisters of Mercy, and the Sisters of St. Joseph.

John: Okay.

Rogan: And so it was a whole new world for me. And then I graduated from St. Patrick's

Grade School. And wound up attending Catholic high school. In those days, we didn't have a separate Catholic High, in Elmira, New York. So Catholic High turned out to be the top floor in St. Patrick's Grade School. Very small. One room for freshmen, one for sophomores, one for juniors, one for seniors. We did have a lab, we had a library. That was it. That was the Catholic High School. It was tough because being the only Catholic High in Elmira, it drew from all the Catholic parochial schools. And if you didn't behave, and keep your grades up, out you went. And we had a priest who was the principal. He was a pretty tough cookie. And he also taught Physics and Apologetics and so forth. Again, we had the Sisters of Mercy and the Sisters of St. Joseph.

I remember we didn't have any kind of a formal athletic program because it was such a small school, so I wound up going to the city leagues, and playing in places like the YMCA and the Neighborhood Houses, facilities such as that. Which didn't make the priests and sisters any too happy, back in those days. That was pretty much a no-no.

John: Playing what?

Rogan: Basketball. Mostly basketball. I did play baseball, football, all those other sports, but not at a very varsity level, because of the small enrollment in Catholic High. And, of course, every year, the coaches were trying to get me to transfer to the Elmira Free Academy, or one of the larger schools, to play sports. And every year I wound up right back at Catholic High. As soon as Father Burns, the principal at Catholic High would call my mother and dad, and said, "Jack didn't show up this morning. What is the story?" The next day I was right back at Catholic High. But it worked well. So, I had the usual period of growing up in Elmira. It was a small town, a very lovely town. It thrived during the war and went down hill after the war when all the wartime industries moved out.

John: Jack, you and I aren't World War II vets, but do you remember Pearl Harbor Day? [Rogan is a World War II veteran]

Rogan: Oh, sure.

John : Where were you then?

Rogan: I was in high school. I had started high school. And, see, I graduated from high school in 1944, June of '44. And all my friends were going into the service. And as you walked around Elmira, you saw all these people in uniform. And immediately I began to think about going into the service. I wanted to get into the officers program. The Navy V-12, and the V-5 programs. One of our priests from St. Patrick's was in the Navy, and would come home dressed up in his nice Navy uniform. And we had a good friend, Emmet Honan, who was in the Army, and he would come home all dressed up in his dress Army uniform. And I was

fascinated. I guess I was fascinated by uniforms because my dad was a uniformed guy. He met my mother in Belfast. Was a young officer with the Royal Irish Constabulary. And he wound up working for the New York State Prison System, wearing a uniform. He loved uniforms, and I guess that rubbed off on me. And, so I began thinking about volunteering for one of these programs, for officers training. My mother would have none of that. I was the oldest of seven, in an Irish Catholic family. My mother was determined I was going to be a priest. That was the best thing that could happen to an Irish Catholic mother, to have her oldest son become a priest. So, she wasn't about to sign for me to enlist. So, eventually, she persuaded me to try the priesthood. And, of course, I had the sisters and priests working on me, all at Catholic High. Finally, in my senior year at Catholic High School, I wind up taking Latin I, on a crash course. With good old Sister Mary Vincentine, you know, pouring it down my throat. What a marvelous sister she was. What a wonderful job that she did. Because I had to have some Latin in order to go to the Seminary.

So, on graduation, I wind up going to St. Andrew's Seminary, in Rochester, New York. And I stayed there for a year. Every time we had vacation, I didn't want to go back. Because I felt that I really should be going into service. By that time, I had turned eighteen. And so I was susceptible to the draft, except that I now had a divinity status, 4-D. So, that year at the seminary was a difficult time for me. It was a wonderful life, but I was always battling with myself, should I continue on? Suppose I stayed in the seminary, will people think that I stayed in the seminary to avoid the draft? And, finally, after a year, I went to see the rector, who was a very saintly man. I explained to him what I felt. And I said, "I've got to leave. I've got to go into the service. If I am cut out to be a priest, I will be back." Well, that didn't happen. Much to my mother's disappointment. And so I turned in my 4-D status and immediately was reassigned 1-A, and sent off to the infantry.

I was initially sent to Syracuse, New York for quick processing, and then on to Fort Dix, New Jersey.

[Pause on the tape]

John: About going in, and Syracuse, and Fort Dix.

Rogan: And then went on to Fort Dix. Of course, as soon as I arrived at Fort Dix, I was selected for KP. Which was quite an experience. But, with my experience at the seminary for a year, that was wonderful preparation for going into the military basic training. We had to make our beds. We had to do kitchen police. We had to clean up the grounds, so it was terrific preparation. I should also point out that while I was at the seminary, I continued very active in sports. We couldn't play tackle football because we were afraid we would damage our hands, that we would need if we were ordained priests. We played touch football. And we had really fine athletes from all the southern tier area, Binghamton, Corning, Ithaca,

and so on. So we had a very excellent softball team, basketball team, so forth. All-star teams, and so forth. I was proud to make those teams. So, that was good. Yea, arriving at Fort Dix, a whole new experience. Getting pushed around, everything thrown at you, and so forth. And getting nailed for KP. Then one day, they asked for all people who had attended college to take one step forward. I made the mistake of doing that. And I wound up being assigned as a typist in some office. Which, it turned out, was a good thing. It kept me off KP. So, you know, that is what I did while I was staying at Fort Dix. Taking a bunch of tests, a whole batch of tests to determine aptitudes, and things of that sort. And that is where they determined that I was qualified for Infantry Officers Candidate School, following the completion of the seventeen weeks of combat infantry training.

I wound up being sent from Fort Dix to Camp Wheeler, Georgia, in Macon. It was either Camp Blanding, Florida, or Camp Wheeler, Georgia. Both terrible places, by the way. For combat infantry training. I went into the service June 29, 1945. So, by the time I arrived down at Camp Wheeler, Georgia, it was plenty hot, plenty humid. I remember coming down with heat rash right away. And that heat rash stayed with me the entire seventeen weeks. I don't think my fatigues ever dried out. They were soaking wet at night when I went to bed. They were soaking wet when I got up in the morning. Well, having qualified for Officers Candidate School, those of us who were in that category were assigned as squad leaders, so in addition to keeping myself out of trouble, I had to keep the rest of the squad out of trouble. Otherwise, double-trouble for me. And it was quite an interesting seventeen weeks. I remembered that we didn't get off the base for the first two to four weeks. We were restricted to the base. And when we did get off the base, it was interesting. Macon was an interesting town. A soldier's town. The people weren't very good to us. They were out to take what they could from the soldiers. Most of us were, well, we all were just making \$50 a month, and that much pay didn't go very far. And there were a lot of women running loose. I remember that. And I think, too, that many of them were wives of guys who were serving overseas in Europe, or something. They were lonesome, and looking for companionship. So, that is something that I remember.

I don't remember a whole lot about the personnel that ran the program for us. We had a Lieutenant Laney who was our first lieutenant. He was like God. And we had a Sergeant Florence who was the guy that really did the day to day thing with us. We had a top sergeant, 1st Sergeant Palmberg. He was barking at us all the time. We'd usually fall out there in front of the company and sit on our rear ends and listen to him barking at us. Once in a while, the lieutenant would come out, but, as I say, he was kind of like God. We didn't see too much of him. Mostly, it was Platoon Sergeant Taylor. He was the one that took us on all the marches, and into the field, and the night-time bivouacs, and all of that kind of thing. Tough guy, but very fair. We also had a guy who lived in the barracks with us. He was a tech sergeant, Mansfield, I think. Thank God we didn't have much to do with him. I remember one night he came in drunk. It was around three o'clock in the

morning. He turned on the lights in the barracks and got us all up. And he had us all scrubbing the barracks, see. And, I think he was just, he had too many. The barracks, of course, were the old, you know, the wooden, two-story, two-level barracks. Those of us who were squad leaders, we had our bunks right in the middle, and then they had the bunks on both sides down the line. And we had to be ready for inspections at all times. Lots of times we'd come in just sopping wet from a march, or something, filthy dirty, and in nothing flat, we were expected to fall back out in Class A uniforms ready for inspection. And if we managed to do that, then there was a group of people going through the barracks, finding everything wrong, with the way we left it.

John: You couldn't win.

Rogan: You couldn't win. And the field marches were tough. Usually, being a squad leader and being a tall guy, I was often times carrying a heavier weapon. It was an interesting thing. But, while we was doing the seventeen week combat training, the bomb was dropped on Nagasaki and Hiroshima. Which resulted, as you know, in the Japanese surrender.

John: On my birthday, August 6.

Rogan: And, what a wonderful thing it was. Wonderful, relief it was. Because part of our training was watching all these films of what the Japanese were going to do to you. You know, hiding in the trees, and setting up all these booby traps, and this kind of thing. It was a scary situation. And, while it was a terrible thing that we had to resort to dropping the bomb on Nagasaki and Hiroshima, it saved my life, I am convinced of that. And it saved hundreds of thousands of lives. I know it has been a very controversial thing over the years. Particularly recent years, where people are saying it should never have happened. But we knew that we were building up a tremendous invasion force. We knew that the Japanese were building up a similar force. And they were determined that they were going to fight to the death. It would have been a terrible thing, if that came to pass. Anyway, once the Japanese had surrendered, then I was notified that, with my background, that they wanted to transfer me into Finance. Finance meant nothing to me then. I was a private, drawing \$50 a month. But I said, fine. I was scheduled to go on to Fort Benning following the seventeen-week combat infantry training, to be an infantry officer. And not needing any more infantry officers, but needing finance people to help process the thousands and thousands of people who would be coming back to the States for separation. That's why they said it was more important for me to go to Finance.

So, sure enough, I was transferred then to Fort Riley, Kansas, as a kind of a transient. Fort Riley was a huge military installation, with sub-posts within the huge Fort Riley complex. One of those was called Camp Funston. That is where I wound up as a transient. And I think we hung around there, it seems like a couple

of weeks. It may not have been quite that long. And finally we got the orders to report to Fort Benjamin Harrison, Indiana.

John: Indianapolis.

Rogan: Indianapolis. So, I wound reporting in to Fort Benjamin Harrison. Back in those days, in '45, it was a very small military base. And there had been an Air Force capability there because there was an old hangar building, and so forth. Years later it turned out to be the site of the huge Army Finance Center. And I wound up serving there many years later. Now, there were also prisoners of war at Fort Harrison, at that time. German prisoners of war, Italian prisoners of war. And as we marched around the base, to and from classes, we could see these POW's actually working at various labor details all around the base. As a matter of fact, they even helped to build the officers' club. So, I was immediately sent into a number of classes of very short duration, because they wanted to train people as rapidly as possible and they had to because thousands would be coming home for separation. We had classes that were as short as twenty-four hours, forty-eight hours, seventy-two hours. After attending two or three of those short courses, I was sent out to Fort Logan, Colorado, outside Denver. And began working in the finance office there. For a very fine gentleman, Major Rogers was his name. Turned out he had quite an influence on me. Because he called me aside. Up until then I was doing, playing a lot of baseball whenever I could. And basketball. And he called me aside, and he said, "Jack, I think you have a really good future, if you could make up your mind to stay with the service, but you are going to have to give up the sports. You can't be playing baseball and basketball half the day." So, he says, "If you are willing, I will send you back to Fort Harrison for more training." And back to Fort Harrison I came. And I wound up taking additional courses longer in length.

Then they called me in and said, "Jack, we want to make you an instructor. You have done well in the courses." And I said, "You have got to be kidding. I can't do that." He said, "Don't worry, we'll send you off to charm school, and you will be amazed at what you can do." Sure enough, they sent me to charm school. Taught me to act older. Taught me how to use all the training aids, and so forth. And I wound up teaching non-commissioned officers. Even though I didn't have a day of experience myself.

John: You know, when you think of it, though, the Army was very good at teaching people to teach people. In 1939, there was almost nothing, and in 1945, there was everything. And they had taught people to, that is interesting.

Rogan: Right. So much to my amazement, I did become a pretty good instructor. And with each succeeding class, I was able to broaden my own background by using their own experiences. So, pretty soon I am hobnobbing around with these second lieutenants who are teaching officer classes. And they are saying to me, "Jack,



you are wasting your time teaching in the enlisted when you can be a lieutenant, like us, teaching officers. So, why not go to OCS?" So they convinced me to enroll in officer candidate school. So I wind up attending OCS for seventeen weeks.

John: Where, Jack?

Rogan: Starting at Fort Harrison, but being commissioned at St. Louis, November 1, 1946. What happened is the small arms plant in St. Louis had closed after World War II, and so they decided that they would make that the home of finance, for the Army. And they would centralize all finance functions from all over the country. Bring them all together in St. Louis, including our finance school. So while I was still in OCS, we moved down to St. Louis, and that is where I was commissioned, November 1, 1946.

John: Now, not to interrupt, but what I am thinking, here is a young fellow taking steps into an Army career as the Army is closing down. What was that like? Did you see a career there in spite of the fact that they were closing down?

Rogan: Well, I was confused there for a while. I was still determined I was going to get out of the service. When I accepted that commission, it was not with an idea of making it a career. I just wanted to make the best of myself in the situation. So, no, a career was not in my mind at that time. However, when I was commissioned, I was assigned right back to the faculty again. Only this time I am teaching officers, which was quite an amazing experience. Well, about that time, the Air Force was talking about going off on their own. Because up until then, it had been the Army Air Force. The Army Air Corps. Now with plans for the Air Force to become a separate branch, they had all these pilots, navigators, bombardiers. So they began sending them into the finance school, to learn finance. So, suddenly, I am teaching people who are full colonels, lieutenant-colonels, majors, captain. I am still a brand new lieutenant. That was an interesting experience.

And, again, I didn't have any real world field experience. Except that during the summers, we could go off to different posts, camps, and stations and find out what was going on. Technically, we were supposed to be helping them, you know, solve some of their problems. But, mostly, we were absorbing a lot of background information, and I was absorbing a awful lot of stuff from my students, as well. What we did there for a while, we had a mixture of Air Force officers and a lot of Army finance officers who had come in, who had a world of experience. So I would pick their brains, and make their experiences mine. And ultimately I got to be a pretty confident, cocky instructor. The interesting thing is that the instructor was in charge, regardless of rank. So, as I approached the classroom, the senior officer in the class would call the class to attention. And I would strut in and say, "At ease, gentlemen." [Laughter] That was quite an

experience.

But, in those days, we had to teach four, five, six hours at a time. Not an easy task. But I managed. Now, during that period of time I noticed that a lot of people were receiving Regular Army commissions. I got to thinking that is not a bad idea. Because the commission I had was a temporary Army, United States. The problem was, I couldn't qualify for a direct Regular Army commission because I was too young. I was still pretty much a baby. And so the only way that I could get to be a Regular Army officer was to do what they called a competitive tour. Which meant that you had to compete for that for a year. And you had to be on a special assignment somewhere. So, that being the case, they sent me on to Japan. My first time overseas.

And, this was in November of '48. I left St. Louis, and went on to Japan. I was assigned as the deputy finance officer at the 192nd Finance Disbursing Section, located in the old West Point of Japan, Camp Zama.

John: Zama? Z-A-M-A?

Rogan: Z-A-M-A. It was outside of Yokohama and Tokyo. It was the old West Point, of Japan. We were still using those old buildings. And they were all fire hazards. All wooden. No heat, no nothing. And, of course, plenty of earthquakes, around the Tokyo - Yokohama area. So, I was there as the deputy finance officer until just before the Korean War broke out. Of course, we were the Army of Occupation. We ran Japan. One of the officers on the base ran the railroads, Colonel Gray. He ran the whole railroad system. My boss was a wonderful guy, kind of like a father figure to me. His name was Colonel Odie B-O-R-R-O-M. And he took good care of me. And helped me mature a lot. And it was another one of the reasons why I wanted to be a career officer, at that time. That was all part of my one year of competitive tour. I got special ratings during that one year. At the end of the year, I had to go before a board of officers in Yokohama. And, eventually, I was told that I was accepted. You know, I had completed the tour successfully, and would receive my Regular Army commission.

John: As a Second Lieutenant?

Rogan: As a Second Lieutenant, but Regular Army. But, meantime, of course, I got promoted to First Lieutenant. In 1948. But this was Army, United States. Very different. By the time I arrived in Japan, I was a first lieutenant. Okay, now, while I was in Camp Zama, there was a kind of a tough situation in the winter, because we were far enough away from Tokyo and Yokohama, it was kind of hard to get into town and so, to help pass the time away, my friends persuaded me to join the post bowling team. And I bowled a lot in St. Louis, and places like that. So I said okay. Our team got hot. And we qualified for the 8th Army Bowling Championship, to be held in Kyoto, Japan. Okay, as I was getting ready to go down to Kyoto, a friend of mine who worked for the Red Cross office, at Zama,

said, "Jack, I've got a friend in Kyoto. Her name is Ann Cogan. So, when you get down to Kyoto, would you mind giving Ann a call and saying hello."

**[End of Side A of Tape 1.]**

So, anyway, when I arrived in Kyoto, I got hold of Ann, by the way. And she invited me over. I think it was on a Friday night, and they were having a kind of a cocktail party there. And we seemed to hit it off right away. We had so many things in common. Both the oldest of seven. Both Catholic. She had considered going into the convent, and, of course, I had been in the seminary, and so forth, and so on. So, we began to date. And then, weekends, I would take the train down to Kyoto. And it would take me from eight o'clock Friday night to six-thirty the next morning, to get there. And on Sunday night, I would get back on the train at eight o'clock, and arrive back in Tokyo at six in the morning.

John: We had great stamina back then.

Rogan: And jump in my jeep and take off for Zama, just getting back into the office as the office is opening. And my boss finally said, "Jack," he says, "we are going to have to check this gal out. It is getting too serious. So, my wife and I are going to invite her up here for the weekend." And that is what happened. And they liked Ann. And so, then Ann and I began to seriously consider getting married, and making the necessary arrangements, and filing the formal application through channels, and so on. And then my boss was nice enough to arrange for me to spend some temporary duty in the Kyoto - Osaka - Kobe area, auditing accounts, and so forth. To facilitate me finalizing these kinds of arrangements. And the idea was that we would be married when we got back to the States, in Ann's home town, of Lakewood, Ohio.

John: That's near Cleveland.

Rogan: Yea. Cleveland. Well, unfortunately, the Korean War breaks out. July of '50. And so there is utter chaos everywhere, because everybody is getting shipped out. In Kyoto was I Corps Headquarters. Also the 25th Division. The 24th Division was in Kokura, and so forth. Everybody is on the move. And we got to thinking, my gosh, you know, I don't know what is going to happen to me. And I figured that Ann would be sent right back to the States, because they were starting to evacuate dependents, particularly from that area of Japan. And so we decided, let's just get married. It has already been approved. So we managed to find an Australian priest, because the military chaplain was already shipping out. And so we were married right there in the post chapel, in Kyoto. We had the Provost Marshal as our best man, which was an interesting situation. They told me, "Jack, we can only let you have twenty-four hours for your honeymoon." So, it was kind of a frantic time. But it all worked out for the best.

Well, then they called me up and said, “Jack, we are assigning you to Kokura, which was to be one of the sites for the a-bomb. As it turned out, because of the clouds there, they decided to go to Nagasaki, instead. But that was one of the initial sites. Anyway, they wanted me to go down to Kokura, and to help set up a huge processing center for all the troops that would be pouring into Japan, en route to Korea. So I get down to Kokura, I am running into the 24th Division, getting ready to ship out. Colonel Harding, he’s the finance officer. He said, “Jack, am I glad to see you. You are going to be my deputy, and we are going to Korea together.” I said, “Colonel, I don’t think so. That is not my understanding of my orders.” Oh, yes.” So, I got on the telephone, went down the hall. Everything is all torn up, being shipped out. And managed to find a phone, and called 8th Army Headquarters in Yokohama, and I said, “Colonel Harding thinks I am going with him to Korea as his deputy.” And they said, “No way. Your job is to stay there in Kokura, and help get this processing center going,” and so forth. “And don’t worry about Colonel Harding.” Well, I got through that. But, then, the next thing, I get another telephone call, and they said they had changed their minds. Instead of using Kokura for this huge processing center, they had decided to do it in Sasebo, way down at the tip of southern Japan. So they told me to head for Sasebo and use whatever I could use to set up a finance office in Sasebo. And to help set up this huge processing center outside Sasebo. Find your people, do whatever you need.”

John: You had no staff? Just do it?

Rogan: Do it. We’ll confirm all this later on with orders. So, I head on down to Sasebo. There is a post there, and there is a post commander. But all the dependents had been evacuated. All the manpower had been transferred to Korea, already. So, it was kind of like a ghost town. And I report in to this colonel, and he said, “Your face looks familiar. Where have I seen you before?” I said, “Colonel, I remember you. I remember you when you came through Camp Zama as a transient officer. You came into my office, and I took care of you.” He said, “That is where it was. I’ll never forget the service you gave me.”

John: It paid.

Rogan: He said, “When you are a transient, you are nothing. But you took good care of me, and I appreciate that. I’ve never forgotten that.” He says, “Now, what can I do to help you?” So I explained to him, here is what I am supposed to be doing. First of all, I’ve got to set up a finance office here, right in Sasebo, to provide finance service for the Sasebo and surrounding areas, and I am also supposed to help set up this huge processing center, outside Sasebo, to prepare for processing for thousands and thousands of people coming and going to Korea. He says, “Okay, Jack, let’s hop in my staff car. We’ll take a drive around the base.” He said, “If you find a building that you think would make a good finance office, just let me know.” So, I found this old fire station. Kind of ramshackle place. Real thick

walls, and everything else. And I said to the colonel. "This would make a good finance office, but it is going to take a lot of work." He said, "No problem. Just come back to my office, I'll get the engineer in." Called the engineer to come on in, and he said, "I want you to work with Jack, here. He'll tell you what he needs, and give it a high priority. Fix that place up for him." Well, we needed a huge vault, we needed a lot of security, because suddenly I was going to be involved in just millions and millions of dollars, and about three or four different series of Military Payment Certificates. You know, to preclude black market operations. And, of course, one of the things I was going to have to do was to take American dollars away from everybody that came into the area. Primarily the 7th Fleet, which was now starting to stop in Sasebo Harbor. And was looking to me to provide them with funding. So I am taking the American dollars away from all the people on board these ships, and giving them Military Payment Certificates, or Japanese yen.

John: Yea, I remember those certificates.

Rogan: Okay. And periodically we would have to restrict everybody to base. And do an immediate switch of currency.

John: This happened to me once on Okinawa. Yea.

Rogan: And often times I would get a call from Hawaii, saying, "Jack, we need some of that American money back." And I'd say, fine. You know, "How about sending a plane into Sasebo Harbor. I'll meet you in the middle of the harbor. Tell me how much you want, and it will be there. I'll probably have it in barracks bags and things of that sort. But I will have whatever you need." And they would write me a check, and give me the check out in the middle of the harbor, and I would give them, load on all the American money.

John: What a great story.

Rogan: Okay. So that is what I did during the daytime. I handled regular routine financial service, for the folks who were assigned there in Sasebo, and for the outlying areas. Then in the evening, when we closed our finance office downtown, we all went out to Camp Mower. That was the name that was given to this huge processing center outside Sasebo. And we were getting thousands and thousands of troops coming through. Some were coming into Japan, up around Tokyo. And they would do some initial in-processing there in the Tokyo area, and then they would send them by train down into Sasebo. Others were coming by boat. And then we had this highly co-ordinated effort between the troop trains and the ships, and everything else. That is why so much of the processing was done overnight. And we would have these people come through to be paid out at the processing center before they left for Korea. Well, initially, all we wanted to do was give them partial payments, because we knew that they would gamble the money

away, on the ships over. And they didn't need the money, anyhow.

John: Now, did you pay them in script, or greenbacks?

Rogan: Well, what we would do, we would pay them in Military Payment Certificates. Yea if they were going to be staying in the Sasebo area, then we could sell them Japanese yen. But, other than that, it was Korean wan.

John: But you wanted to stay off the greenbacks because of the black market.

Rogan: Right. Yea, we couldn't give them greenbacks. Well, initially, we wanted to just give them a short partial payment. To get them on the way. But, then, some of the young people would write back to their folks complaining they weren't getting paid when they came through Zama. So pretty soon there is this big uproar. We were told we had to calculate everybody's pay to the penny, and then as they processed through, we asked them, do you want all of it, some of it, or none of it. And then act accordingly. Which, of course, causes all kind of problems. Caused a lot of problems for them, too, because they had money to gamble away with on the ships. Well, but they were sending a whole, like a whole division through, they would usually send all the pay records ahead. And I would get them maybe four, five days before all the troops arrive. Didn't always happen that way. So, we were there twenty-two more months. My tour was extended twenty-two months. Day and night, running through that operation. Coordinating with the port commander. The depot commander. The rail commander. And myself. Every day, to make sure everything worked just according to the proper schedule. We would wind up having breakfast at two o'clock in the morning. Or a steak at three o'clock in the morning. Whatever, you know, whenever things would come to a halt, we'd take advantage of that.

Now, I say we, because, in the meantime, here we are young married people. And this colonel down at Sasebo said, "Jack, you have just been married. What is Ann going to be doing? Is she going back to the States?" And I said, "Really, no, we don't have any children." And he said, "Well, if she wants to join you down here, there is plenty of housing. Because most of the homes are empty. So, if she is willing, with the understanding that we may have to ship her out yet." Well, this got scary. "Bring her on down. Pick a place. Move into it." Well, I talked to Ann. She said, "Well, there is going to be a need for Red Cross down at that processing center. Because these troops are going to have problems, you know. There is going to be deaths in the families, and sickness, and so forth. And they are going to need emergency leave, and whatever." So she talked to the Red Cross people up in Tokyo, and they approved her transferring from Kyoto down to Sasebo. So she wound up in the same headquarters building with me. On the next floor. So she worked the same schedule I did during the day. And then in the evening, the two of us went out to this huge processing center, and we worked all night long there. And that went on for twenty-two months.

John: That was amazing.

Rogan: Amazing. It was quite a thing. And, of course, I am, you know, literally inundated with just millions and millions and millions of dollars. And with all of these conversions, currency conversions, to ward off the black marketeers, I had, literally, money piled up around the walls. Because we had to restrict everybody. We would appoint all the commanders as Class A agents to me. It was their responsibility to take all of the currency from their troops. Bring that money into my office. We had to verify it all, and then issue new Military Payment Certificates. Now, the other thing that we had to do, was when the Navy let their sailors on liberty, all you would see was a long line of white uniforms coming up from the harbor to my office to buy yen. So that they would be able to buy souvenirs, and so forth. So I had a separate yen account with one of the banks. And we were buying yen like crazy from the banks. And it was all in crates, like orange crates. So I would send the guys down in a two-and-a-half-ton truck, and I would be riding in front with a .45, and the guys in the back of the open truck would have carbines, or something. And we'd pull up alongside that bank and they would fill that thing up with yen.

John: Because we think of money like this.

Rogan: Yea. And these are these big bills. All new crisp bills. Harder than the dickens to count. It all sticks together like new greenbacks. And you counted them like this. Like a fan. Well, talk about yen sales. So, that was another deal. I've got the Japanese yen, I've got the Military Payment Certificates, two or three different series, and all the greenbacks. In addition to the, just the crazy schedule that we were following. For twenty-two months. Okay, then in, I think it was in April of '52, we finally got out of Japan. Came back to the States. And my initial assignment, John, was to be deputy finance officer at Fort Sheridan, Illinois. 5th Army Headquarters. However, while I was still on leave, visiting Ann's family, and so forth. Got a telegram saying, "Whoops! We suddenly realized that you have not served two years with troops, which is a requirement now that you have accepted a Regular Army commission." They wanted all Regular Army officers to have troop experience. The fact that I was infantry as a GI didn't count. "So please pick whether you want to be infantry, artillery, or armor." Well, I had already been infantry. That was enough for me. I didn't want armor, because I was too big to get in and out of tanks. So, I was kind of impressed with this colonel who was the commander down in Sasebo, and he was artillery. So I chose artillery. So instead of winding up as finance officer at Fort Sheridan, I wind up going off to the Artillery and Guided Missile School at Fort Bliss, Texas. In the middle of the summer. And, of course, I didn't know beans about artillery. I am in class surrounded by these career-type artillery guys. And then all night long I am trying to figure out what on earth they were talking about all day. And hotter than blazes at Fort Bliss. And we had to get out on site with the equipment. And when

we had a break, we would crawl underneath these pieces of equipment because it was so terribly hot. And from there, I then was assigned to Fort Hancock, New Jersey. Now, keep in mind that this is for two years, detailed as an artillery officer, although technically I am still a finance officer. Okay, by now I am a Captain, and I report in to Fort Hancock, New Jersey.

John: Where is Fort Hancock?

Rogan: Sandy Hook. Which is now a national park. And had been an old military base. Not much left to it. And I was assigned to the 98th AAA Gun Battalion. Colonel Kelly, commanding. West Pointer. Good man. Soon as he found out I was a finance guy, he was not about to give me a job as a battery commander. He says, "You are going to be my staff guy." So he appointed me as the operations and training officer. And so I would get up every morning and go with him. We would travel all around the eastern seaboard, to these batteries that we had strategically placed, that were responsible for the anti-aircraft protection of the New York City area. And by the time we got back in the evening, it was dark, and we still had paperwork to do at the office, because we were gone all day long. Long days. Poor Ann was, you know, pretty much on her own then. In the meantime, we had a son, Jack, Jr., that was born there at Fort Monmouth, New Jersey. Close, not too far from Fort Hancock. Then, after a while, I kept after him saying, "I've got to take command of something. Because part of the two years is I command something." Fortunately, with one year remaining, we were driving around. We went to Dog Battery, in Branch Brook Park, in Newark. This was the worst battery we had. Everything was wrong that day. And I said to Colonel Kelly, "Colonel, you got to give me this battery. I only have one more year to go." He didn't want to do that. He finally relented and said, "It's yours, Jack." Well, that was a great year for me, because I knew that anything I did was going to be an improvement in that battery. I didn't know too much about artillery but I could get the people who did know how to take care of the guns and the radar, and that kind of thing. My big job was to improve the morale and to improve the appearance of the place. And help make it run more efficiently. And a very enjoyable year. Right at Branch Brook Park, in Newark, New Jersey. And that was a memorable year.

Anyway, when I finished the two years, the artillery brigade and group generals did not want me to return to finance. Actually, our battery turned out to be the best battery in the entire brigade, and they were actually sending busloads to our battery to see how a battery should be run.

John: It's not running the guns, it's running the guys. It's the people.

Rogan: Right. Well, it was interesting. Anyway, back to finance I come. And this was by then, this was 1954. I went back to Fort Harrison to attend the Finance Officers Advanced Course. One year course. And just before the class began, I was



assigned, just temporarily, to the huge army finance center, just for a couple of months. And then I was in that advanced course for a year. I graduated number one, I was the youngest one in the class. We had a big backlog from World War II, so I had full colonels, and everyone else, in my class. Ordinarily, it would be, maybe, captains and maybe a few majors, but because of the backlog from World War II, we had more senior officers. Okay, then graduating from that class, number one, I was assigned back to the faculty again. Another tour as an instructor. And I taught there until--

John: Are you still a captain?

Rogan: I was a captain, yes. Because I was in the '54-'55 class. I was a captain when I graduated from the class. And while I was at the finance school, I was selected for major on the outstanding list. That was a brand new program to recognize people that deserved faster promotion. I was one of only 5 finance officers selected out of 347 for rapid promotion to major. Back in those days, it was taking a lot of years to get promoted from captain to major. Again, reflecting the big backlog from World War II, phasing the strength of the army down. It was taking ten years to get promoted from captain to major. There were only three hundred and forty-seven officers in the entire army that were on that list for rapid promotion. And I was one of the five from finance.

John: That is great.

Rogan: So, I got the promotion to major in 1958. It was still quite a while. But I was promoted to captain in '52, so that was almost six years. But, as I say, it was running ten years or more, then, normally. So, after, as my assignment at Fort Harrison, there, on the faculty was getting close to termination, I was notified that they wanted to send me to graduate school. And that I could pick either Indiana University, which was convenient, close, or I could go to Harvard, or I could go to Syracuse, or I could go to Stanford, for my MBA. I chose Indiana University because I had a big family, it was not too far away. It was going to be cheaper for the army. Plus, in my teaching at the finance school, I was already in contact with the School of Business at Indiana University, coordinating material with them to make sure that what we were teaching would be recognized by the universities for credit for these people that were getting out. And so, when I went down to Indiana University, I already knew the Dean, and all that. Well, they gave me a little over a year to get my MBA.

John: Now, Jack, when you got your MBA, did you have your BA?

Rogan: I had all the credits, but I needed a little residency. So while I was at Indiana University, I took care of the residency for the bachelors. I had way more credits than I needed because over the years I had gone to school at Butler, I had gone to school at the University of Maryland, by correspondence. I had actually taught

school when I was in Korea, evenings. So I had plenty of credits. But I didn't have the residency. So I took care of that. And, anyway, I wound up, during that period of time that I was working on my master's at Indiana University, we were able to live at Crane, Indiana, a Navy ammunition depot. Nice little base, about thirty miles outside of Bloomington, Indiana. There were a bunch of Army and Air Force officers that were there, working on their masters. It was a nice situation for the wives because they had company there. There was an officer's club, there was a swimming pool, a commissary, exchange, that kind of thing. And we could take turns car-pooling, so that the women always had transportation while we were going to classes. So every morning we would jump in the car and it would take about forty minutes to get to IU.

John: You mentioned Butler. When I was in industry in Cleveland, we bought the J. I. Holcomb Company, that Butler had been given to. I don't know when. To use as a business laboratory, and that didn't work. And then, and I forget what became of Butler then, but we had a short connection with Butler there.

Rogan: Butler, then, was a pretty nice school. And a pretty nice neighborhood around there, too. I had an interesting time, because, see, I was still, while I was teaching there, on the school faculty, I was on the platform maybe four or five hours at a time. So I would go to bed early. I would get up at three o'clock in the morning. Ann would have the kitchen table all set up. Just plug in the coffeepot and the toaster, and while I was eating my breakfast, I could be planning my four or five hours on the platform. And I had to do that because I was still attending evening classes at the Indiana University center in Indianapolis. So the only time I could do my university work was on weekends. So that meant keeping up with the teaching for the Army. I had to get up early every morning and do that. And then, of course, when I went for my masters, we had a pretty good-sized family by then, down at Crane. Which meant that I had to help Ann get all those kids to bed, run them through the bath, and so forth. And it would be maybe eight o'clock, or eight thirty at night, before the house was quiet enough that I could go into a little bedroom and do my university work, my MBA work. Sometimes I would end up waking Ann up at midnight or so to type a paper for me that was due that morning. So we had a lot of short nights.

John: Where did we get the stamina back in those days?

Rogan: When you look back on it, you wonder, how would we ever get by? And we always said, "Well, we'll sleep late on the weekend." Which never happened, because the kids were all bright-eyed and bushy-tailed, up early, looking to watch cartoons, and stuff like that. We never got enough sleep. So, anyway, that took me up until 1960, John. Are we out of tape?

John: No. We've got a little bit of time on this one. Go ahead, though. I've got plenty of tapes.

Rogan: Okay. While I was at Indiana University, I received orders for Okinawa.

John: Now, this was 19--?

Rogan: Coming up on 1960. Because I was at Indiana University, I was down there in the summer of '58. And finished up there just so that my BS degree was in '59 and MBA in 1960. And then, so the idea then was to hurry up and visit Ann's family, in Cleveland, and get on to New York, to Elmira, to visit my folks. Because they were telling me they needed me right away, on Okinawa. And I was going to be replacing my friend, Colonel Harry Ford. And the job assignment was fascinating, because it called for a full colonel. By now, I am, let me see, I am still a major. Yea, still a major. So, as it turned out, though, there was a delay in getting my port call. And we wind up staying longer in Elmira, driving my poor mom and dad up the wall with those kids running up and down the stairs all the time. Because this was a big house with front stairs and back stairs.

John: How many kids at this time?

Rogan: Well, we had about six, I think. As a matter of fact, Michael was born in August of 1959, during one of my final exams, at Crane, before we left there. So Mike was just a little guy.

**[End of Side B of Tape 1.]**

Okay. I should mention the children, because Suzy was actually born in Japan, on May 7, 1951. So we had one when we left Japan. Jack, of course, I mentioned earlier, was born at Fort Monmouth, New Jersey, in March of '53. And then while we were at Indiana, teaching at the finance school, before I went on down to the university to work on my MBA, three of our children were born at Fort Harrison. Kathy, Patty, and Colleen, 1954, 1956, and 1957. So we got permanent possession of the Loving Cup there, at the Hail and Farewell Party. When we left Fort Harrison, for having three children born while we were there. So, as I mentioned to you, as I was finishing up my master's degree at Indiana, our son, Michael, was born. So, we had quite a family. And we got orders to go to Okinawa. And we wound up spending quite a time with my folks in Elmira before the port call came through. And I kept calling, saying, "What's the delay? You're telling me you need me over there right away." Well, eventually the port call came through and I was able to get arrangements to get on the train right in Elmira, with the whole family. We had a whole separate part of the train for ourselves. And we took the train all the way across to the West Coast.

John: That must have been great for the kids.

Rogan: It was. They loved it. And we jumped on the airplane and flew all the way in to

Naha, Okinawa. Arrived there. I was supposed to have a sponsor. Turned out the sponsor had transferred out before we arrived, and they appointed a bachelor to be our sponsor, who didn't know how to be a sponsor, at all. So, it was a little disconcerting there for a while. And then the kids came down with German measles. Not a very good beginning. And then they kind of goofed up our quarters. But, eventually, it all worked out.

John: Where were you living?

Rogan: We were assigned to the Machinato-Naha housing area. Not too far from the downtown Naha, where my office was. And I was assigned as the deputy director of finance for the U. S. Civil Administration, Ryukyus, in Naha.

John: Civil Administration?

Rogan: It was still called the Civil Administration. And our job, really, was to help to promote economic development by diversifying the economy, getting them away from farming and fishing, creating new businesses, creating a sound financial system, and promoting a democratic form of government. And, of course, insuring the prestige of our country in that part of the world.

John: I was there the day they locked the island down, and took our green, and gave us script, or took our script and gave us green. Did they have green when you got there? Greenbacks? Do you remember?

Rogan: We were still using Military Payment Certificates, when I first arrived there.

John: They did one or the other. They locked the whole island. We were at Koza, and you couldn't go anywhere until you went in, and you could only turn over so much money, too. There were people willing to pass you a duffel bag of money across the barbed wire if you would just, but you couldn't do that.

Rogan: Well, it was like when I was in Sasebo, we actually had people who were committing suicide who got caught with a lot of money that was not worth anything. And also, unfortunately, while I was still stationed in Japan, there was a lieutenant colonel and one of his deputies in the finance office in Tokyo that tried to play games with currency conversions, and wound up getting caught, and I think he wound up in Leavenworth, the prison in Leavenworth. Okay, so, where were we, John?

John: Okinawa. The kids had measles.

Rogan: So, anyhow, by the time I got there, Colonel Harry Ford was already gone. He was supposed to be my sponsor. And we had been exchanging letters back and forth, so it was not a very good situation. But, a lot of other people did step in

which they do such a wonderful job of in the military. They shopped in the commissary, and they put groceries in the fridge, and they put flowers in the rooms. You have a big welcoming committee, and that kind of thing. So it all worked out fine. We finally got nice housing and I really enjoyed the job. It was a wonderful, challenging assignment.

John: Well, look at the economy that is going over there now.

Rogan: Yea. Actually, I couldn't believe the responsibilities I had. I reported in, of course, I worked directly for the Civil Administrator, who was a brigadier general, tough guy. But I also reported to the High Commissioner, who was a three-star general. And I helicoptered over to meet him, and he told me, "Jack," he said, "one of your most important responsibilities is to create a sound banking system, because all the banks are insolvent. And," he said, "if that ever leaks out, our prestige in this part of the world will be gone. And the Communists would just love that." Because we had a real problem with the Commies there, on Okinawa. So he says, "That is number one." And he says, "The other duties, you know about. So, good luck."

John: How much we take for granted, like a banking system. And to hear that there isn't one there, and you have to do something about it. Well, that is amazing.

Rogan: Yea, we had all these "Sogo" banks, but many were corrupt. And the people who were actually running the banks were the biggest borrowers. Who had managed to finagle is such a way that nobody could tell them no. And all the so-called bank examiners, they were all bought off. So you couldn't believe anything. So, one of my jobs was to close up a number of those banks. And generally create a sound banking system. But I also had to promote foreign trading and investment. So, I wound up on the Foreign Investment Board, also the Bank of the Ryukyus. We had the controlling interest in that bank. That is the largest bank. So, I was on the board there, of the Bank of the Ryukyus. And then we created a facility to extend long-term financing on new businesses, and so forth, called the Ruykyu Development Loan Corporation. And I was on the board of that. I was also on the Water Corporation Board, all the boards and commissions, all as a young major. But then, I got wonderful ratings, and they put me in for rapid promotion to lieutenant colonel. And I finally did get to be a Lieutenant Colonel as a result of that, from the ratings there, and from the responsibilities I had. It was a full colonel's job. I went there really as a young Major.

John: You look at that as a challenge that could have overwhelmed another person and yet what wonderful experience.

Rogan: Well, I was a young guy, and I felt pretty confident, you know, having been an instructor and all that kind of thing. And I just stepped in to it and it worked out fine.

John: That is amazing.

Rogan: So, anyway, I came back, but the other thing, too, I really loved it and wanted to stay there. I thought I was going to be there for three years. Ann loved it, because we had housing, we had two Japanese maids. Because no one maid was going to agree to take care of the large family we had. So we wound up with two maids and a gardener. And we could do things as a family on weekends, which was unbelievable. We could go to church together, we could go to the officer's club together, with all the kids. We could go to the movies, the whole thing. It was just wonderful. Terribly hot and humid over there. And I had to take a lot of flights by chopper into a lot of fairly remote areas, and meet with the mayors of small villages and give them grants, or checks, or whatever, and say a few words, and so forth. But it was a fascinating assignment. And we helped create new industries. One was the Orion Beer. Which was a white elephant when I arrived there, because our predecessors had made the commitment to it. And it was failing rapidly. So we brought in a team of people from a big brewery there in St. Louis to study the problem.

John: Anheuser-Busch?

Rogan: I think it was. I think so. And they, their chief brew-master, their chief marketing guy, finance guy, the whole thing. And we turned them over to, turned them loose on that place, to make a complete study, come up with recommendations. And we accepted their study and recommendations. And forced the Orion Beer people, and the bank people, to follow through. Including revising the taste of the beer, and the whole thing. Whole new marketing scheme. All that had to be approved by us. And we would send samples of the beer back to St. Louis. And that way we were able to broaden the market, and so forth. And the whole thing then turned out to be a big success. We also took over a big hotel there on Okinawa, where they were running people in and out, for prostitution, and stuff like that. And one of the guys that was running that place was also into the banks on borrowing, and so on. They were bleeding money out of that place. It was in terrible shape. We took over the place and we put our own people in charge. [They ran the hotel and put it on sound footing until it was sold to a hotel chain in Japan]. Those were some of the things that we did. We tried to diversify the economy by promoting new businesses, and making loans to foreign investors, and that kind of thing.

But, anyway, looking forward to three years over there. And suddenly I get a telegram saying I had been accepted for Command and General Staff College. And it was time to leave, go back to Fort Leavenworth, Kansas. And you can't say no to that. That is a pre-requisite for general officer, and full Colonel, and so forth. So we were pretty sad about that. And we came back to Fort Leavenworth. We arrived in Kansas over the 4th of July weekend in 1962. Which, by the way, always seemed to be the time that we were making a move. And, of course

everything is closed pretty much for the holiday weekend. We had everything furnished to us on Okinawa. I mean the house was all furnished, and everything else. So, suddenly we are moving into a set of quarters, and we needed, you know, all this kind of stuff. And we could get some stuff from the quartermaster, but we needed a lot of others. Starting with a car, because we had sold our car on Okinawa. We had driven it out to the airport, left the keys at the desk, and got on the plane. So, when we got back to Leavenworth, one of the first things we needed to do was to buy a wagon. For the kids, and so on, and so forth. And, of course, Ann was in terrible shape then, because she suddenly realized that she is stuck as a mother with all the kids, no maids, no nothing.

John: That was something that was easy to get used to.

Rogan: And I, being a finance officer, I am stuck with my head in a book for a year, because I don't know what on earth they are talking about. Command and General Staff College, because these are all professionals in, you know, infantry, artillery, armor, and so on. Combat engineering, and so forth. They told us that was supposed to be the most wonderful year of our life. It was a horrible year! It was a tough year for us. A real struggle. But, you know, as we look back on it now, we got through, and when we are traveling west, and we have an opportunity to go through Kansas, we will stop at Fort Leavenworth, and we'll stay overnight, and we'll say, "You know, this really is a beautiful place. Too bad we couldn't have enjoyed it. Way back when I was a student there." But 1962-1963 was a tough year for the two of us, although I received a promotion to Lieutenant Colonel while attending CGSC.

Okay, while I was at Leavenworth, I got orders to West Point. To be the Finance and Accounting Officer at the U. S. Military Academy, at West Point. A wonderful, wonderful assignment. So, we arrived at West Point in 1963, because we were on Okinawa from '60 to '62. I was at Leavenworth from '62 to '63 Class. One year, and then reported in July of '63, to West Point. And my predecessor there was Colonel Jim Calhoun, a good friend of mine who I had met in Japan. When I was stationed at Zama, he was in Yokohama, at the 179th Finance Disbursing Section. So I knew Jim. And he and Connie were very nice to us, helping us to get settled there. And I wound up staying there almost four years, at West Point. And was able to implement a lot of new things at the Military Academy. Believe it or not, the Military Academy was way behind the times in finance. They are among the leaders in computers, what they were teaching the cadets was very sophisticated stuff. But their finance system was way behind the times. And the kids that were cadets had no control over their finances at all. There was a guy that actually worked up the budget for the whole four years for the cadets, and they operated on chits. One of the things I did, I convinced the superintendent to do away with that. Let the cadets open up their own checking accounts, send the money to them to manage. Also, when I arrived there, everybody was getting paid in cash. The staff and faculty. I said, "This is

ridiculous in 1963. Can't do that. Can't have everybody lined up in my office to get paid by cash." So I was able to implement a check paying system. It took a while to do that, where they could bank anywhere, Pennsylvania, Washington, wherever. And we could send one check with a computer printout for all the people that were banking there, and so forth. So we made a lot of progress on that. I was able to improve the financial controls, particularly when the whole student body and faculty went on down to Philadelphia, for the Army-Navy game. A lot of things that were going on there weren't quite kosher. We straightened out a lot of that. But I had to fight the old professors, who were running all the departments. They had dates of rank as colonel back in 1943, '44, as full colonels. They had taught the superintendent when they were cadets. So I had to tread lightly there. But it all worked out fine. One of the things that I enjoyed there, we had Father Moore, Monsignor Moore, was our chaplain, was our pastor, at Holy Trinity Chapel. We actually had our own parish right on the base. And he knew Cardinal Spellman. Personal friend of Cardinal Spellman. And so, when we had the Cardinal Spellman Golden Jubilee, I participated in fund raising for that, helped raise the money, and so forth. And then when the Pope came to New York, I, of course, received an invitation, with Monsignor Moore, to go to St. Patrick's Cathedral, and to the Waldorf, and to Yankee Stadium, and the whole thing. And, of course, while we were stationed at West Point, of course, General MacArthur died. I believe John Kennedy was assassinated while I was at West Point? We were there from '63 to '67.

But, anyway, it was a wonderful assignment. You know, they did everything for us there. Because there were thousands and thousands of people coming through the Military Academy, and everything had to be just so. So they came around and they trimmed our hedges, cut our grass, everything.

John: I've been there. And I've seen some of the Officer's Row, some of the Officer's Rows. Impressive place.

Rogan: Oh, yea. Wonderful spot. And, oh, I was kept on almost an extra year because we were expanding the facility, to increase the enrollment, and to match the Air Force, and the Navy.

John: What was the enrollment, roughly?

Rogan: I am trying to remember, now. It was increased considerably, from approximately 2,500 to 4,200. At least the authorized strength, to be commensurate with the Air Force Academy, and the Navy Academy. So that meant that we had to add barracks, we had to add more student classrooms, a lot of additional facilities. So, the superintendent wrote to Washington and asked that the post engineer, and myself, be kept on for another year, to see that through.

John: I just remembered while we were up there, we stayed at the Thayer Hotel.



Rogan: Well, the Thayer is a monument there. Just right outside the gates. So, then I got a call from a good friend of mine, Russ Chapin. He had been an instructor with me years before, and he had also been to graduate school with me. Russ called me up and said, "Jack, it's time for you to do a hardship tour. Where do you want to go? Do you want to go to Viet Nam, or would you rather go to Korea?" He says, "I'm not going to put you on orders for Viet Nam, because of Ann and the children. So, if you want it, you are going to have to tell me that." I said, "Russ, at this stage of my career, it doesn't seem to make any sense for me to go to Viet Nam, because everybody wanted to go to Viet Nam, to get a fast promotion." And Westmorland had been the superintendent at West Point, just ahead of me. And a lot of the people were following Westy on to Viet Nam, and so, you know, there were not a whole lot of jobs that were of the magnitude of full colonel, for example. People would grab anything, just to get over there, in hopes that, if they hung on to Westmorland's coattails, they would get a couple of fast promotions. So Russ told me that there was a top job with 8th Army Headquarters, in Seoul, as Chief of Finance and Accounting Policy, 8th Army Headquarters. Initially, he said, "You'd be finance and accounting officer for a few months, and then you'd become Chief of Finance and Accounting Policy." So he said, "How about that?" And I said, "I'll take it." And, of course, there was no way that I would want Ann to go to Korea in those days, anyway. So, Ann and the family moved up the Hudson to Cornwall. So they lived in Cornwall while I was in Korea.

That was a tough period for Ann. She had to be a mother and father to nine children while I was gone for thirteen months. I did get back twice, because my dad had passed away, and I came back for his funeral. And I was able to spend maybe a week. And then I had to go back and see all of the books were properly closed at the end of the fiscal year. And then I got what they call the mid-tour leave, and was able to come back again. So, during the thirteen months, I got back twice, just briefly. And was able to catch planes right into Dover, Delaware, and then from Dover, Delaware, back to West Point. And the superintendent was real good to me, because he let me use the superintendent's plane to ferry me from West Point back to Dover Air Force Base, to catch the plane to go over again. But, yea, that was a tough time. And so, anyway, when I finally came back from Korea, after thirteen months, I was on the promotion list for full colonel. Because of the magnitude of the job I had in Korea. And they pinned the colonel's insignia on me at the superintendent's office at West Point.

John: Oh, wow. What a great place. That must have been--

Rogan: It was wonderful. But when I came back, Ann said to me, "Jack, we got to sit down and talk about this. We can't keep going like this. It is too much." And the kids were all up in arms, because they were in junior and senior high now, and they didn't want to move any more. Boy friends, girl friends, school activities, that kind of thing. And so, we finally decided, very reluctantly, that I should get

out of the service. Well, having accepted a promotion to full colonel, I was going to be obliged to serve on active duty another two years. And so, during that two years, I was looking around for something else to do when I left. I didn't let on to anybody because I was still probably the youngest full colonel in the Finance Corps at that time. So, we were transferred back to Fort Harrison, again, my old home. Which turned out to be my final tour, and I was assigned to the huge finance center. First of all as Chief of the Claims Division, and then shortly after that, Director of Settlement Operations. A huge operation, which encompassed the Claims Division, the Transportation Division, the Retired Pay Division, and Retained Accounts Division. So it was probably a couple thousand people involved there. We paid the retired Army people, all over the world, wherever they were.

John: That is amazing.

Rogan: That in itself was one major headache.

John: That's got to be hundreds of thousands of people.

Rogan: If you are late with some general's pay, you heard about it. We also processed all the claims from the missing in action people, from the war, and we dealt with their families, and worked out arrangements for them to receive money, and so forth. We handled all the difficult claims that the field finance offices couldn't handle. They all came to us. And we ran these machines night and day. Cranking out letters to collect money from people who owed the government. And the Transportation Division received about ten thousand bills of lading a month for goods and services. And we paid all of that. So, and, of course, we had retained accounts, because we had to have all the records in order to adjudicate all the claims that were coming in to us. So, it was a major operation. So, anyway, I stayed as Director of Settlements until the end of June, 1970, when I retired. They couldn't believe that I was retiring, after twenty-five years. I was just forty-three years old, and the youngest full colonel in finance.

John: And you obviously had a career ahead of you in the Army.

Rogan: Yes. I did not want to get out. Everything was going well for me, but in deference to Ann and the kids, I didn't have any choice. And so that is what eventually brought me here to Madison.

John: How did you make the Madison connection, then?

Rogan: Well, you know, for those two years, while I was at the finance center in Indianapolis, I was, you know, checking around...with my background in finance, most of the big job opportunities were in places like New York, Chicago, San Francisco, your major business centers. As VP of Finance here or there, and

everywhere. Then there were some universities and colleges, as vice president of finance, including one in San Antonio, that I came close to taking, because it would have meant free tuition for the kids. San Antonio is a major army retiree place, lots of friendships, and so forth. But I wound up coming to Madison because one of the job opportunities was State Finance Director. I came across that, I guess, in the Wall Street Journal, and maybe some other professional periodicals. And so I wrote a letter to Governor Knowles, I guess it was back then, and sent along a copy of my resume. And I immediately got a call from, I think it was Wayne McGown, who was Secretary of Administration, then. And Wayne says, "Jack," he says, "we'd like to have you come on up and talk about this situation." So I came up in the middle of the winter, it was like February, or something. Froze to death because, walking around the Square. And they explained the whole civil service system, the way they have to fill the position, that kind of thing. National competition, all that kind of business. And I wound up taking that job.

John: When did you come to Madison?

Rogan: I took that job. I came, let's see, I retired June 30, 1970, some say June 30, some say July 1, anyway, I came up here in June. I took thirty days leave from my military job. Came up here because Governor Knowles and Wayne McGown and those people said, "Jack, you aren't going to believe this place. We need you to get up here so you can see for yourself what is going on. We have got an antiquated system that is terrible. Everything is manual. It is terrible. So, if you can come up in June, we'd appreciate that." So I came up and started the job June 1.

John: What year was this?

Rogan: This was '70. 1970. Yea. So I was still technically on active duty. So then I would fly back on Friday, and work my job back at the Finance Center over the weekend, until they could start making arrangements for my successor, then fly back up here on Monday. I'd get back up about noon on Monday. And I lived right down from the Loraine Hotel, there, so I would be close, and then I'd spend all the evenings over at the office going through Attorney General's opinions, and statutes, and so forth. And getting on top of that job. I couldn't believe it, either. The way they closed the books, way behind schedule.

John: I am working with Dick Wagner on a story of DOA that is going to be quite a story. But the little I know, that was right at the point where they decided they couldn't govern the state with what they had in systems and all that, and Knowles, he started bringing in what they called the "crew-cut guys," and them, but they couldn't, the state had grown and right when you came in, they weren't able to run things.

Rogan: It was terrible.

John: I can imagine.

Rogan: But, anyway, I had my hands full. I was kind of just running full speed, just trying to bring that place up to date, saying we got to change this, and we got to change that. And I could go on and on about all the problems we ran into, and all the things that we had to do. But you see, I don't know if you knew him or not, but my predecessor was one of those green eye shade guys, very good, solid guy, but he was an accountant. He was not a manager. And he spent all of his time banging away on an adding machine, or a calculator. That's all he knew how to do. And everything else around him was just gathering dust. And so I had a long ways to go.

John: I remember, when I came in, to get a stapler, you had to send a requisition to State Purchasing. We took care of that, quickly.

Rogan: We learned a lot, didn't we? And then they actually told me several times that I was too tough on people, coming from the military. But, you know, I was pretty demanding there for a while. Because I figured we got to get cracking here. You know, this place has got to get straightened out.

John: This is the way things are, this is the way things always have been, and don't rock the boat.

Rogan: You know, nobody wanted to document anything. No cross-training. And all those people who had been there for years, they weren't about to put anything in writing for fear they would get fired. I mean, the old protection system. If I don't tell anybody what I am doing, that will guarantee they will have to keep me on. So, it was a tough thing. Anyway, that doesn't have anything to do with my military career.

**[End of Interview.]**