

# General Richard Cavazos and the Korean War, 1953

## *A Study in Combat Leadership*

Colonel Thomas C. Graves, U.S. Army



**B**Y 1952, the war in Korea had settled into something that more closely resembled World War I than the fluid movement of World War II. The front lines of the opponents, the Republic of Korea and United States in the south and the Democratic People's Republic of Korea and China in the north, had more or less stabilized along a front that wound from the East Sea to the West Sea at around the 38th parallel. This line ebbed and flowed both north and south as peace talks continued at Panmunjon—with both sides using offensive or defensive actions to strengthen their position in the negotiations. Into this stalemated war, the Army sent a young lieutenant and placed him in a unit recovering from a tragic episode. The lieutenant, Richard Cavazos, would command a company with distinction and demonstrate the combat leadership that eventually earned him four stars as the first Hispanic promoted to full general in the United States Army.<sup>1</sup>

### **The 65th Infantry Regiment**

The Borinqueneers of the 65th Infantry Regiment, Puerto Rican National Guard, arrived in Korea early in the war. Sent straight from Puerto Rico, the regiment quickly pushed into the Naktong Bulge where it was attached to the 2nd Infantry Division. Arriving almost simultaneously with the Inchon landing and the breakout from the Naktong Bulge, the regiment gained valuable combat experience as it accompanied the 2nd Division (and for a short time the 25th Infantry Division) north of the 38th parallel. Eventually earning accolades for its actions at the Hamhung Peninsula, the regiment was critical in supporting the seaborne evacuation of the U.S. X Corps in December 1950 after the Chinese intervened and forced the corps to redeploy to the south.<sup>2</sup>

Colonel Thomas C. Graves is the director of the School of Advanced Military Studies at Fort Leavenworth, Kansas. Previous assignments include command of the 1st Heavy Brigade Combat Team, 2nd Infantry Division, Camp Hovey, Korea, and two combat tours in Iraq.

PHOTO: Soldiers from the only all-Hispanic unit in U.S. Army history, the Borinqueneers of the 65th Infantry Regiment, north of the Han River, Korea, June 1951. (U.S. Army)

The regiment continued to fight for the remainder of the war primarily assigned to the 3rd Infantry Division as the “division’s fourth regiment” and gradually gaining experience among its noncommissioned officer corps and soldiers.<sup>3</sup> The unit struggled at times with discrimination that was typical of the Army of the 1940s and 1950s. This was compounded by the fact that many of the soldiers could not speak English, which required orders to be translated to Spanish into make them clear—a process often not accomplished in time to execute the operation. Despite these difficulties, the unit performed well up until October 1952 when it came under tremendous scrutiny during the Outpost (OP) Jackson fight along the stabilized front.<sup>4</sup>

Throughout 1952, the bulk of the regiment’s NCO corps rotated back to Puerto Rico after completion of normal tour of duty requirements, and the new leaders in the regiment were not prepared to lead soldiers in

battle. Many of them did not speak Spanish and had tremendous difficulty communicating with their subordinates—much less inspiring them under the violent conditions that existed along the front lines. The combination of new leadership, new soldiers, and poor communications led to wholesale panic on the night of 26 October 1952 during the battle of OP Jackson. Many of the unit’s soldiers simply fled the battlefield. The aftermath of this episode resulted in the court martial of over 90 soldiers assigned to the regiment.<sup>5</sup> In his subsequent inquiry, Major John S.D. Eisenhower, the son of the soon-to-be president and an operations officer in the 15th Regiment, detailed to conduct the investigation, recommended that the unit be either returned immediately to Puerto Rico or be disbanded and reconstituted with “continentals” (a euphemism for officers and noncommissioned officers from the continental United States, which translated to mean caucasian officers in the still



(U.S. Army)

Soldiers of 65th Infantry eat chow after maneuvers at Salinas, Puerto Rico, August 1941.

white-centric U.S. Army of the late 1940s and early 1950s) in key leadership positions. The division commander concurred with the report and requested reconstitution from the Eighth Army commanding general, Lieutenant General James Van Fleet. The unit was officially reconstituted in March 1953.<sup>6</sup> In the interim, the Army sent the regiment south to begin a period of retraining while the decision on reconstitution made its way through the Army bureaucracy to Washington. The 65th began its retraining in November, and a number of new officers and NCOs arrived to fill out the leadership ranks. Among these leaders was a young lieutenant recently arrived to the 3rd Division, Richard Cavazos.

### The Early Years

Cavazos' father, Lauro Cavazos, arrived at the King Ranch in Texas in 1912 as a cowhand on what was then the largest working cattle ranch in the world. His natural abilities and leadership were noticed by the King family and eventually resulted in him becoming the cattle foreman of the ranch.<sup>7</sup> In between, he demonstrated his bravery and leadership as an artillery battery first sergeant during World War I.<sup>8</sup> In 1923, Lauro married Thomasa Quintanilla and raised five children, four boys and a girl.<sup>9</sup>

The Cavazos children amassed an amazing record that would make any American family proud. All five children attended college—a feat unheard of for a Mexican family working on a Texas cattle ranch in the 1940s. One son, Bobby, became the leading rusher in Division 1 NCAA football in 1953 at Texas Technical College (later Texas Technical University). His accomplishments on the football field earned him second team all-american honors and helped lead his team to a win against Auburn University at the Gator Bowl in Florida. His life would be full of accomplishments as a soldier, politician, author, and musician.<sup>10</sup> Another son, Lauro, Jr., earned a Ph.D. in physiology, was appointed as the president of Texas Tech, and subsequently served as the Secretary of Education for presidents Ronald Reagan and George Bush before finishing his career as a professor at Tufts University in Boston.<sup>11</sup>

Richard Cavazos, the second son of Lauro senior, entered North Texas Agricultural College (NTAC) in Denton, Texas, in 1947 on a football scholarship.



(U.S. Army)

**General Richard E. Cavazos as FORSCOM Commander, 1 January 1980.**

The school was part of the Texas A&M University system and had a strong Reserve Officer Training Course (ROTC) program, which it required all students to join. Upon graduation with an associate's degree from NTAC, Cavazos received a football scholarship to Texas Tech in Lubbock, Texas, and joined the football team as one of its first Hispanic players.<sup>12</sup> He was a successful player until he broke his leg as a sophomore, ending his football career.<sup>13</sup> However, because he could now earn a monthly stipend for his junior and senior years, he continued his enrollment in the Texas Tech's ROTC program where he excelled, graduating from the university as a Distinguished Military Graduate in 1951 and receiving a commission as a second lieutenant in the infantry. Due to its association with the Texas A&M University system, the NTAC ROTC program was very regimented and focused, allowing Cavazos to develop skills that his classmates at Texas Tech did not have and which proved to be key to his success.<sup>14</sup> Upon graduation, he attended the Infantry Officer's Basic Course at Fort Benning, Georgia, and volunteered for a combat assignment to Korea. In between, he married his college sweetheart,

Caroline Greek, from Gainesville, Texas, and, wryly, she would say, “He spent our honeymoon in Korea.”<sup>15</sup> Newspaper clippings of their wedding show a petite, attractive Caroline posed with her proud husband surrounded by other infantry lieutenants.<sup>16</sup> Their union would last through over 30 years of Army service, multiple assignments throughout the world, and still continues to this day.

An imposing figure of medium height with a gruff, low voice and a slight Texas accent, Cavazos was muscular from his time playing football at Texas Tech and had a commanding presence. One newspaper account described him as “husky.”<sup>17</sup> He was a natural leader, as drawn to soldiers as they were to him. His natural love for soldiering and soldiers manifested itself in often emotional ways.

## Korea

Arriving in Korea in the fall of 1952 and assigned to the 3rd Infantry Division, which was then holding a line that encompassed the Chorwon Valley and nearby heights, Cavazos was offered staff assignments as a lieutenant, but his heart was set on command and he made his desires known as clearly as possible: “I just wanted to command and they were going to make me a liaison officer to some command or another.”<sup>18</sup> Fortunately, for Cavazos and the Army, the decision to reorganize the 65th Infantry Regiment coincided with his arrival in the division, and he quickly volunteered for assignment to the star-crossed regiment.

It would prove to be a perfect fit. Cavazos had spent his childhood in south Texas as a *kineno*—the word literally translates to “The King’s Men” used to describe the vaqueros who were hired by the King Ranch and whose children were born on the property. Lauro Cavazos only spoke English to his children, reinforcing his desire that they learn the primary language of his adopted homeland.

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Richard enjoyed reading and memorizing the poems of Rudyard Kipling.<sup>19</sup> (Much later, one of his aides de camp recalled how then Lieutenant General Cavazos could still recite all of Kipling’s poems by memory.)<sup>20</sup> However, Cavazos’ mother spoke only Spanish in the house, so while Richard gained a great command of the English language, he was also bilingual—a skill that came in handy throughout his career.<sup>21</sup> He put it to its greatest use in his assignment in the 65th Infantry, where he issued orders to his soldiers in Spanish during battles. Spanish was so prevalent in the 65th that even the famed KATUSA (Korean Augmentation to the United States Army) soldiers assigned to the regiment learned Spanish, but did not learn English. As Cavazos put it, “The man who could speak Spanish was king.”<sup>22</sup>

Cavazos’ initial assignment was as a platoon leader in E Company, 2nd Battalion, 65th Infantry Regiment. After going through some retraining, the regiment moved back to the front lines with the 3rd Infantry Division when it relieved the 25th Infantry Division near the Iron Triangle. Because the front line of troops was long, the regiment kept all three battalions on line with each battalion placing three companies on line. With the stabilization of the front, the standard practice for front-line infantry units was for each battalion to send out one to three patrols every night to prevent surprises by opposing Chinese forces. These patrols focused on the valleys that separated the two forces along the hill tops.<sup>23</sup> Frequently, the patrols never encountered any enemy and returned without incident. However, if they made enemy contact and suffered any casualties it became a matter of honor to not leave a wounded soldier for the enemy to retrieve. This was doubly true for the soldiers in the 65th Regiment, after their performance at Jackson Heights. As Cavazos related, some of the biggest fights occurred because of the need to evacuate wounded. Once a unit made contact, if the number of casualties outstripped the ability of the patrol to evacuate them, a reserve force would be launched, and the resulting fight could last for hours.<sup>24</sup>

As dishonorable as it was to leave a wounded comrade on the field of battle, the opposite was also true—it was the height of honor to capture an enemy soldier in a fight. As the regiment continued to defend along the Iron Triangle line,

they continued to encounter enemy patrols and attacks. During the night of 25 February 1953, a large Chinese force attacked Cavazos' platoon. The attack was eventually defeated and, as the enemy withdrew at dawn, Cavazos noticed a wounded Chinese soldier in front of his position. He requested permission to recover the soldier and then led a small force forward. As expected, the enemy blanketed the area with mortar, artillery, and small-arms fire to cover their withdrawal. Undaunted, Cavazos left his small force to cover him and moved forward alone to recover the enemy soldier. For this action, he earned his first Silver Star. It would later be matched by a second Silver Star he received as a battalion commander in Vietnam.<sup>25</sup>

When the official Army decision came down to reconstitute the regiment and completely integrate it with over half of the soldiers coming from the Continental United States, the regiment was withdrawn from the line and moved back to reorganize and refit. Spanish-speaking, Puerto Rican soldiers were reassigned to other regiments while the regiment received soldiers from other units and underwent another period of intensive training before it reassumed a position along the line.<sup>26</sup> E Company received new platoon leaders, including Second Lieutenant Patsy J. Scarpato, who would later earn a Purple Heart and Silver Star leading his platoon in combat actions.

By the time the regiment returned to the line, Cavazos had assumed command of Company E. The regiment moved up and reinforced a line along the Chorwon Valley where it was in constant contact with Chinese and North Korean forces. As part of 2nd Battalion, E Company moved back along the Chorwon-Kumwah line on 15 May 1953. Linked in with 3rd Battalion on their east and 1st Battalion in the rear as a reserve, the regiment continued to encounter enemy contact, including a major attack on 16 May on OP Harry, a critical position manned by elements of the 15th Infantry Regiment, reinforced by 3rd Battalion, 65th Regiment. This attack was a precursor to a larger effort the enemy attempted against the outpost in June as the prospect for a ceasefire grew closer.<sup>27</sup>

Cavazos again distinguished himself as a leader along the line during the enemy attack on OP Harry. Despite the fact that a unit outside his company and



**A patrol of Company C, 65th Infantry Regiment, 3rd Infantry Division, fires light machine guns at Chinese Communists in the hills near Haejung, North Korea. SFC Forsyth, who photographed the action, was wounded shortly after recording this. (U.S. Army)**

battalion manned the outpost, Cavazos recognized that enemy artillery fire had severed the vital communications link between the regiment and the outpost. Giving no thought to the danger, he moved forward and repaired the wire under heavy artillery and mortar fire. His efforts were effective, and the Army awarded him a Bronze Star for Valor for his courage under fire—his second award for valor in less than four months.<sup>28</sup>

For the remainder of the month, the regiment encountered sporadic enemy contact while continuing to aggressively patrol to protect their positions until relieved by the 15th Infantry Regiment. The 65th shifted west a mile and reassumed a portion of the line with 1st Battalion and 3rd Battalion along the front and 2nd Battalion in reserve. This shift caused the enemy to probe the regiment on the night of 10 June. The resulting fight expanded to a full enemy assault on the 15th Infantry Regiment's position at OP Harry over the next five days.<sup>29</sup> The OP Harry fight was part of a coordinated Chinese Communist assault across the front lines. It was believed that during this fight the enemy poured an estimated 67,000 artillery rounds into United Nations Forces, and UN artillery responded with over 117,000 rounds.<sup>30</sup>

To relieve the beleaguered 15th, 2nd Battalion launched a series of company-sized raids against Chinese forces to their front. On 14 June, Cavazos led E Company on one of these raids. Hill 412 was important for the overall defense of OP Harry. Located near the small Korean town of Sagimak, it covered the crucial western flank of the outpost. Due to its positioning, E Company was ordered to retake the hill from the Chinese and hold it to prevent the enemy from successfully taking OP Harry.<sup>31</sup>

## 14 June 1953

This action would start no differently than any E Company action under Cavazos' leadership. Cavazos made it a point to train and rehearse all missions on similar terrain behind friendly lines. E Company spent the afternoon of 14 June walking through the actions required to assault Hill 412. In June, the weather in Korea is almost perfect for campaigning. The traditional monsoon season has not quite approached, the days are long, and the temperatures are warm in the day and comfortable at night. On 14 June 1953, the night was overcast and very dark with a new moon and no moonlight.<sup>32</sup>

As dusk approached, the company crossed the line of departure for their assault of the Chinese position and almost immediately came under intense artillery fire. Disregarding the fire, Cavazos urged his soldiers to push the attack. On the left flank, a Chinese machine gunner opened up on the advancing soldiers, causing many casualties and forcing E company to go to ground.<sup>33</sup> Sergeant Joseph Lefort and Private First Class Rawleigh Garman, Jr., in the lead squad would work together to destroy this enemy position so that the company could resume its advance.<sup>34</sup> The company violently completed its assault on the Chinese position and held it against numerous counterattacks. The enemy continued to pour heavy artillery fire into the position throughout the next three hours. With almost one-third of the company's

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soldiers casualties, the position on the hill became tenuous. Just after midnight, the company received the order to return to friendly lines, having protected OP Harry against a Chinese assault.

Arguably, a withdrawal maneuver is the most dangerous action for a unit in combat with a determined enemy. Executing a withdrawal at night under cover of darkness, with one third of the unit wounded or killed, under heavy artillery and mortar fire, is almost impossible. History is replete with examples of units that started orderly withdrawals that would later turn into routs when leaders lost control of the situation. Once in a rout, it is not uncommon for soldiers to abandon equipment and wounded soldiers, drop their weapons, and flee in a panic to safety. U.S. forces in Korea encountered this phenomenon repeatedly in the first two years of the war. One key to a successful withdrawal is aggressive small-unit leadership that can maintain a warrior spirit among soldiers while executing the movement. Cavazos and his lieutenants would provide that leadership.

Having successfully penetrated the enemy's entrenchments, causing numerous enemy casualties and destroying equipment, E Company began to withdraw shortly after midnight. By now, the company had been in the fight for over three hours and fatigue was beginning to take its toll. As he ordered the withdrawal, Cavazos set an example of calm leadership by remaining in position to search for wounded soldiers and refusing to leave a fallen comrade. He located five such soldiers and evacuated them one by one to a position of cover within the company's hasty perimeter on the reverse slope of the enemy position. Satisfied that the five soldiers were safe with the company, he then moved forward again to search for more wounded and help gather his company together under heavy fire. Sometime during this action, he was wounded by artillery fire, but he never noticed. He was focused on his mission and the adrenalin was pumping. Despite his wounds, he continued the search until he was satisfied that all soldiers were accounted for and then led the company back to friendly lines.<sup>35</sup> The entire company leadership ensured that the movement back into friendly lines was as organized as possible. There was no rout, no panic, no indiscipline, and no dishonor in the action. It is a testament to Cavazos that he was able to make this possible given the circumstances.

For this action, Cavazos earned the nation's second highest award for valor, the Distinguished Service Cross, and the Army recognized the entire company for its bravery with at least 10 soldiers receiving the Silver Star for various actions throughout the night.<sup>36</sup>

Coming back through friendly lines, a soldier noted that Cavazos' back was bleeding. Cavazos reported to the battalion surgeon who extracted shrapnel and small pieces of rock embedded in Cavazos' skin from artillery fire and debris kicked up by the incoming shells. Without his knowledge, the battalion surgeon submitted his name through medical channels for the award of the Purple Heart.<sup>37</sup> Many of the soldiers from the company would go to the battalion medical aid station throughout the night and the next day for care of their wounds. In some cases, soldiers did not even recognize that they were wounded until daylight came and others could see the blood.<sup>38</sup>

The fighting continued throughout June and into July as each nation jockeyed for its final position. The company defended against a concerted enemy effort to break through the area toward the end of the war.<sup>39</sup> Finally, on 27 July, the armistice was signed and went into effect at 2200 hours that night. In the final hours of the conflict, each side unleashed an incredibly artillery barrage, then silence overcame the front at the appointed time. Cavazos remembered each side spending the next couple of weeks policing its concertina wire, equipment, and other items to prevent its opponents from taking them with them as they withdrew. The regiment was determined that no Chinese or North Korean forces gained from captured U.S. equipment. Despite the patrols and equipment gathering, there was no contact between the opposing sides and the ceasefire held along the line.<sup>40</sup>

## Lessons Learned

Cavazos spent the next month in Korea with the regiment until it was his turn to rotate back to the United States in September 1953. Reassigned to Fort Hood, Texas, he resumed his life with his new bride at the post. He returned to the United States recognized for his battlefield heroism and assumed command of an infantry company at Hood. His career included another successful combat tour as a battalion commander in Vietnam, where he earned another Distinguished Service Cross and Silver

Star—establishing him as one of the most decorated soldiers in the U.S. Army. He eventually retired as a four-star general.

Cavazos' performance as a combat leader reinforces the notion that soldiers thrive on good leadership and will perform at their best as long as their officers demonstrate that they care about their well-being. Although the regiment had undergone a difficult period immediately prior to Cavazos' arrival, he (and the other officers assigned to the regiment) turned the regiment around and created a dedicated, capable, combat force that served with distinction for the remainder of the war. In his words, "I never saw a unit break or run while I was there," a fact that brings Cavazos tremendous pride to this day.<sup>41</sup>

A closer examination of his actions that led to the award of the Distinguished Service Cross on 14 June 1953 highlights what the Army expects of a combat leader. What one finds in this story is a leader who refused to let the enemy gain the upper hand, and rallied his soldiers to press the attack to meet the mission—even as soldiers were very aware that armistice talks were underway and expected the war to end soon. Soldiers understood the importance of Hill 412 to the UN position and never questioned the need for the attack.<sup>42</sup>

Cavazos understood the value of training, even during a period of extended combat. The company would never accept that a mission was "standard operating procedure." Leaders and soldiers rehearsed and practiced all missions prior to executing them, and this led to successful company actions. Throughout these rehearsals, Cavazos' soldiers understood that he would never ask them to do something that he was personally unwilling to do himself—a basic premise behind small-unit leadership.<sup>43</sup>

Cavazos adamantly refused to leave a soldier behind on the battlefield. Despite great personal danger, he continued to search for his soldiers, making sure that he had total accountability before he finally ordered the company to withdraw. This is the ultimate act of a leader who loves his soldiers, and this practice set Cavazos apart as a leader throughout his career.

Finally, Cavazos enforced the discipline required of soldiers in combat. This was evident in the valor and bravery displayed by the soldiers during the withdrawal from Hill 412. It was also evident in smaller ways. Soldiers were required to wear flak

vests, despite their size and weight and how uncomfortable they could be in combat. Scarpato credited the flak vest for keeping him alive. Without its protection, shrapnel would have killed him.<sup>44</sup> This emphasis on discipline was critical to keeping soldiers alive on the battlefield.

Cavazos' actions throughout his service in the Korean War are an example of dedication and bravery. He was disciplined and organized and

truly cared for his soldiers, and they responded to this care. His personal example on the battlefield made the difference between success and failure for his company. His actions in Korea (and subsequently throughout his career) continued to reinforce the importance of small-unit leadership in combat—a fact that remains critical for soldiers throughout our Army in today's combat environment. **MR**

## NOTES

1. Candace LaBalle, "Contemporary Hispanic Biography: Richard Cavazos," 2004, available from <<http://www.encyclopedia.com/doc/1G2-3434000021.html>> (14 November 2011). Cavazo's role as the first Hispanic four-star general can be confirmed from a variety of other sources as well as the one listed above.

2. Gilberto Villahermosa, *Honor and Fidelity, The 65th Infantry in Korea 1950-1953* (Washington DC: Center of Military History, 2009), 73-75. The regiment was originally tasked to support the evacuation of the Chosin Peninsula and then moved back and formed part of the defensive perimeter protecting the evacuation. The X Corps commanding general was discriminatory towards non-whites and indicated so in a conversation with the regimental commander. Later, he lauded the regiment for its performance protecting the corps during the evacuation of Hamhung.

3. Retired GEN Richard Cavazos, first interview by author, interview notes, San Antonio, TX, 21 October 2011.

4. Gilberto Villahermosa, "Honor and Fidelity," *The 65th Infantry Regiment in Korea 1950-1954*, Official Army Report on the 65th Infantry Regiment in the Korean War, Executive Summary, available from <<http://www.valerosos.com/HonorandFidelity3.html>> (15 November 2011). This reference is different from the book that Villahermosa published under a similar but slightly different title.

5. Walter G. Hermes, *U.S. Army in the Korean War: Truce Tent and Fighting Front* (Washington, DC: U.S. Army Center of Military History, 2005), 302-303.

6. Villahermosa, *Honor and Fidelity, the 65th Infantry Regiment in Korea 1950-1953*, 271-74.

7. Jorge Iber, "Bobby Cavazos: A Vaquero in the Backfield," *College Football Historical Society* 14, no. 4 (August 2001) available as a PDF document from <<http://www.la84foundation.org/SportsLibrary/CFHSN/CFHSN14/CFHSN14n4a.pdf>>, (17 November 2011), 1

8. Cavazos, first interview.

9. Iber, 2.

10. *Ibid.*, 4.

11. Lou Cannon, ed., Miller Center, "American President Ronald Reagan," University of Virginia, available from <<http://millercenter.org/president/reagan/essays/cabinet/662>>, (on 5 December 2011).

12. Retired GEN Richard Cavazos, second interview with author, interview notes, San Antonio, TX, 22 December 2011.

13. *Fort Hood Sentinel*, 24 January 1954. This newspaper clipping was provided by Mrs. Cavazos during the author's interview with GEN Cavazos. No further information (volume, page, etc.) was provided.

14. Cavazos, second interview.

15. Caroline Cavazos, interview with author, San Antonio, TX, 21 October 2011.

16. Gainesville, TX, newspaper circa June 1952. This was another newspaper clipping that was provided by Mrs. Cavazos from her private collection with no further information available (newspaper title, volume, page number).

17. Bruce Roche, "Colorful Texas Hero Comes Back Home," *Fort Hood Sentinel*, 28 January 1954. This newspaper article was backed up by another similar article published in the *Killeen Daily Herald* on 23 January 1954 under the title "First Lt. Richard B. Cavazos Assigned to Unit at Fort Hood." Mrs. Caroline Cavazos provided both articles from her private collection.

18. Cavazos, first interview.

19. Cavazos, second interview.

20. Retired LTG Randolph W. House, interview with author, College Station, TX, 20 December 2011. House served as the aide de camp for LTG Cavazos at Fort Hood and remains close to him and his family to this day.

21. Cavazos, first interview. Later on, Cavazos was appointed as the Defense Attaché to Mexico as a senior colonel in the 1970s. The appointment was largely based on his combat qualifications but also on his language ability.

22. Cavazos, first interview

23. Villahermosa, *Honor and Fidelity, the 65th Infantry Regiment in Korea 1950-1953*, 279.

24. Cavazos, first interview. GEN Cavazos has repeatedly stressed this point and indicated that many of the regiment's firefights during this period occurred because of patrols making contact, suffering casualties, and then requiring assistance. Frequently, a patrol returned from one of these incidents, and in the after action review, the patrol leader would simply say, "it was a well-conducted fire fight," which, according to Cavazos, was a euphemism for a very confused and difficult fight that ended up well for the unit in contact.

25. Headquarters, 3rd Infantry Division, General Order Number 194, dated 22 June 1953, "Silver Star for Lieutenant Richard Cavazos", available from, <<http://www.valerosos.com/1stLt.RICHARDE.CAVAZOS.html>> (20 November 2011).

26. Villahermosa, *Honor and Fidelity, the 65th Infantry Regiment in Korea 1950-1953*, 281.

27. *Ibid.*, 286.

28. Headquarters, 3rd Infantry Division, General Order Number 204, dated 23 June 1953, "Bronze Star for Valor to Lieutenant Richard Cavazos", available from <<http://www.valerosos.com/1stLt.RICHARDE.CAVAZOS.html>> (20 November 2011).

29. Villahermosa, *Honor and Fidelity, the 65th Infantry Regiment in Korea 1950-1953*, 288.

30. Hermes, 464.

31. Mr. Patsy J. Scarpato, telephonic interview with author, interview notes, Fort Leavenworth, KS, 13 January 2011. Scarpato was the platoon leader for 1st platoon, E Company, 65th Infantry Regiment on 14 June 1953 and was integral to the company attack. He would suffer from wounds to his head, arms, and legs and earn a silver star during the company raid. After the war, he returned to civilian life in his home town of Staten Island, NY, and became an executive with Marine Midland Bank.

32. *Ibid.* Scarpato provided the information on weather. The information on moon phases available from <<http://www.timeanddate.com/calendar/?year=1953&country=70>>, (17 January 2012).

33. *Ibid.*

34. President of the United States, General Order #404, 15 September 1953, "Award of the Silver Star for SGT Joe Lefort" and General Order #357, 17 August 1953, "Award of the Silver Star for PFC Rawleigh Garman Jr.", available from ><http://www.valerosos.com>> (19 January 2012). Both of these soldiers would eventually suffer from shrapnel wounds and have to be evacuated off the battlefield.

35. President of the United States, General Order, 14 June 1953, "Award of the Distinguished Service Cross to Lieutenant Richard Cavazos," available from <<http://www.valerosos.com/1stLtRichardE.Cavazos.html>> (14 November 2011).

36. "65th Infantry Regiment list of Silver Star Recipients By Unit," available from <<http://www.valerosos.com/silverstarp2.html>>, (accessed 15 January 2011).

37. Cavazos, second interview.

38. Scarpato, interview.

39. *Ibid.*

40. Cavazos, first interview.

41. *Ibid.*

42. Scarpato, interview.

43. *Ibid.*

44. *Ibid.*