Company Management, Administration, and Ground Support I – at the times of CAT
(1947-1959)
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First published on 24 August 2015

This new file tries to show how the Management, Administration, and Ground Support of Civil Air Transport was functioning between 1947 and 1959. The list of CAT personnel given here is necessarily incomplete, as only those names are mentioned that appear in the – mostly written – sources that were accessible to the author.

General Claire Lee Chennault
(Wikimedia Commons)

I) At the times of the old Civil Air Transport (1946-50)

1946/47: CNRRA Air Transport

After World War II, two men met again in China, who had worked together in the First American Volunteer Group, a secret special unit of the US Army Air Force known as “The Flying Tigers”: General Claire L. Chennault and Whiting Willauer. When Willauer returned to the US in the fall of 1945, he contacted David M. and Thomas G. Corcoran, with whom he had worked together in China and who were now partners in Rio Cathay SA, a Washington-based corporation whose purpose was to pursue business ventures in China and South America. Thru Rio Cathay, Willauer raised $50,000 for building up a civilian passenger and freight airline in China and Indo-China and asked Chennault to join the Rio Cathay group. Willauer then – thru Rio Cathay – procured another $35,000 for Chennault.1 With the full concurrence of the Executive Yuan of the National Government of China,2 on 25 October 1946, Chennault and Willauer signed the contract with CNRRA creating CNRRA Air Transport, abbreviated as CAT. UNRRA would allocate $2 million to CNRRA for purchasing the aircraft and equipment and another $1.8 million for wages, fuel, and other imports. CAT would use the aircraft primarily to carry relief supplies from coastal points to the interior, but was allowed to sell unused return space to the general public. Looking for working capital,

1 Leary, Perilous missions, pp.6-10.
Willauer turned to Chinese businessmen who finally put together a group of financial backers offering a loan of $250,000 for 18 months at interest. The money was paid on 30 November 46, and before the end of the year, CNRRA Air Transport had already put together a total of 87 employees.

President of the new airline was Chennault, and Willauer was Vice President, but the Chairman of the Board of Directors of CAT was Dr Wang Wen-San, Manager of the Kincheng Bank, who had been instrumental in the initial financing of CAT. Col. Richard W. Wise became the airline’s first Operations Manager, who supervised establishment of airfield facilities and helped with the recruitment and organization of air and ground personnel, until he returned to military duties in mid-1947. The airline was based at Hungjiao Airport, Shanghai, but before operations could begin, aircraft had to be found and prepared for ferrying to China. Var M Green and Alvin (“Lew”) Burridge flew to Clark airfield in the Philippines, where, with the help of a team of local mechanics, they managed to earmark the first 3 of 5 C-47s, which were ferried to Shanghai on 27 January 47. CNRRA Air Transport’s first flight took off from there in the afternoon of 31 January 47. The bulk of CAT’s fleet were to be 17 C-46s found in the Hawaiian Islands, and to unpickle these aircraft and prepare them for the ferry flight to China, a CAT crew was stationed on Oahu including L. P. (“Lou”) Wheate (Chief Inspector of Aircraft Maintenance, Honolulu Project).

Hungjiao airfield, Shanghai, became CAT’s main operational base, and on 17 August 47, CAT’s scattered Shanghai offices moved to new quarters on the 7th floor at the prestigious 17 The Bund. Further south, Tien Ho airfield, Canton became CAT’s center of maintenance, which was built up by H.L. Richardson (Chief Engineer) and Mervyn A. Garrold. By the end of June 47, 25 surplus C-46s had been bought and delivered to Canton – a sufficient reserve for spare parts and for possible further expansion of the fleet. Quite early, several CAT stations were established all over China, including Tsingtao built up by Alvin (“Lew”) Burridge and home base of CAT’s North China operations run by Tsingtao Area Manager Lew Burridge, as well as Peiping, where Ronald E. (“Doc”) Lewis first worked in the Maintenance Department and then became head of the CAT Station. Another early CAT Station was Kunming in Yunnan Province, where Lincoln Au was CAT’s Station Manager in 1947 and Bob Buol was Chief of Flight Operations.

Other known CAT management, administration and ground support personnel that worked for CAT already in 1947 included Roger Shreffler (Communications, Shanghai), John M. Williams (Communications), “Red” Gallagher (Operations, Shanghai), Charles W. Hunter

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7 Leary, Perilous missions, p.25.
9 (Anonymous), “In the Beginning”, in: CAT Bulletin, vol. IX, no. 10, October 56, pp. 4/5; the pilots were Frank Hughes and Doug Smith (Smith, China Pilot, p.27).
11 Leary, Perilous missions, p.32.
12 Souder, “Highlights in the history of Civil Air Transport”, p.4.
13 Leary, Perilous missions, p.25.
15 Rosbert, The Pictorial History of Civil Air Transport, pp.62 and 64.
16 See the letter dated 1 June 47 written by R.E. Lewis, in: UTD/Lewis/B1F7; Rosbert, The Pictorial History of Civil Air Transport, p.54.
17 Leary, Perilous missions, p.31.
19 Rosbert, The Pictorial History of Civil Air Transport, p.44; Leary, Perilous missions, p.25.
20 Leary, Perilous missions, p.25.
1948-50: Civil Air Transport of the CAA-MOC

As CNRRA was scheduled to go out of business at the end of 1947, as early as July 47, Chennault and Willauer looked for a way to continue operations. On 2 January 48, Chennault and Willauer signed a draft agreement with the Government of China, represented by Colonel Tai An-kuo, Director of the Civil Aeronautics Administration (CAA). According to this draft agreement, which was later confirmed by the final contract of 28 May 1948, the airline would continue its operations as a partnership that was under the direct control of the Ministry of Communications (MOC) and that had also to transport military food and other supplies as well as military personnel. CAT stations outside Shanghai and Canton included Mukden: For many months, the city was supplied by a CAT airlift that became a refugee airlift on the return flights, until Mukden fell to the enemy on 2 November 48. At that time, CAT had flown 17,208 long tons of cargo to Mukden alone since 1 January 48. In January 48, David H. Stauffer was Operations Agent at Mukden. Other CAT Stations included Nanking, where Dr. Wang Wen-San was CAT’s representative and David Tseng served as CAT liaison to the government, or Tsingtao, where Northern Area Manager Alvin Lewis Burridge supervised the airlift to Taiyuan, assisted by Assistant Northern Area Manager John R. Plank at Tientsin and by William J. Wingfield at Peiping. Other small CAT

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21 Rosbert, The Pictorial History of Civil Air Transport, p.44.
26 Rosbert, The Pictorial History of Civil Air Transport, p.44.
30 Leary, Perilous missions, p.36.
31 Rosbert, The Pictorial History of Civil Air Transport, p.44.
34 Rosbert, The Pictorial History of Civil Air Transport, p.22.
37 Leary, Perilous missions, pp.36/7.
38 Leary, Perilous missions, pp.37/8.
40 Leary, Perilous missions, pp.38/9.
41 Leary, Perilous missions, p.36.
42 Leary, Perilous missions, p.52.
44 Leary, Perilous missions, p.58.
46 Leary, Perilous missions, p.58.
stations included Linfen in southern Shansi Province, where CAT’s James R. Stewart worked with some Chinese employees. On 15 November 48, CAT began to move its main operating base and head office from Shanghai to Canton. Other known personnel include Ed Way (Sales Director), Eric Shilling (Chief Pilot), Camille Joseph (“Joe”) Rosbert (pilot in 1947, Chief of Operations in January 48, Director of Operations in February 48), Bill Freeman (Peiping Manager), and Tom Sommers (Operations, Shanghai in 1948).

Development in 1949 is characterized by two things: Since the beginning of the year, more and more CAT stations had to be evacuated. By 1 January 49, CAT’s Peiping station was completely evacuated, leaving Chungking. Ninghsia, Kweilin, Hengyang, Nanking, Kweisui, Hankow, Shanghai, Tsingtao, Canton, Liuchow, Kunming, Sian, Lanchow, and Hanchung still operational as CAT bases as well as smaller stations like Chengtu. The next CAT station to close its doors was Tientsin, whose Station Manager was Walt Koenig. CAT flew supplies to cities beleaguered by the Communists, and a famous CAT airlift was that to Taiyuan, which fell to the Communists on 24 April 49. On 11 October 49, even CAT’s headquarters at Canton had to be hastily moved to Hong Kong; already in June 49, CAT had begun to move their Engineering Shops from Canton to Hong Kong to operate under JAMCO. On the other hand, new programs were introduced like some scheduled flights, the new Cessna 195 feeder-liner bought for services in northwestern China, and assistance from and flights for the CIA from 10 October 49 onwards. Just prior to the end, there were even some new CAT Stations like Nanning (Station Manager: Sidney Lee), Haiphong in French Indochina (Operations Manager: Frank L. Guberlet) for the tin-airlift, and Sanya.

47 Leary, Perilous missions, pp.39/40.
50 Leary, Perilous missions, p.40.
56 Souder, “Highlights in the history of Civil Air Transport”, p.31.
58 Souder, “Highlights in the history of Civil Air Transport”, pp.32/3.
59 For more details about the last months of Taiyuan see Leary, Perilous missions, pp.54-66.
63 Souder, “Highlights in the history of Civil Air Transport”, pp.41/2; Leary, Perilous missions, p.75.
64 For more details, see my file The early days II – CAT operations in China 1949-50 within this e-book.
66 Leary, Perilous missions, p.77.
67 Sanya Station was established only in early December 49 as a replacement for Kunming, where Bob Buol had been the Chief of Operations (see Var M. Green, “The evacuation story: Kunming”, in: CAT Bulletin, vol. III, no.4, 15 January 50, pp.5-7) and which was threatened to be taken by the Communists. Known CAT personnel assigned to Sanya include Jess Lanning (probably Base Manager), Robert (“Caribou”) King (Chief of communications), and Marvin Kan (Assistant Director of Areas) (for all three of them, see the pictures and captions in CAT Bulletin, vol. III, no.4, 15 January 50).
created in December 49. Since late December 49, the center for flight operations, with dispatching weather, and Chief Pilot’s offices were at Taipei’s Sungshan airport on Taiwan,68 but with the exception of some new scheduled passenger services, there was little business for what had survived of CAT so that most aircraft were “pickled” at Tainan. All that only changed with the beginning of the Korean War on 25 June 1950, and shortly afterwards, on 21 August 50, the Company was bought by the CIA thru the Airdale Corporation. From August 1950 onwards, CAT received new administrative structures, which are described in the following chapter. In January 50, Manila became a CAT Station for scheduled passenger flights, and in early 1951, Clark Air Base near Manila was added for Booklift and covert flights. At the times of CAT, “Al Kindt, as Manager in Manila, looked after the Philippines. That included coordinating with Clark Air Force Base where the United States Air Force often prepared aircraft for operations to be performed by CAT.”69

At the times of CAT, Hong Kong had been a very important center of Company activities. In June 49, CAT began to move their Engineering Shops from Canton to Hong Kong to operate under JAMCO, and in 1949-50 the JAMCO shops would be crucial for CAT’s survival.70 On 11 October 49, CAT’s headquarters at Canton had to be hastily evacuated to Hong Kong.71 With JAMCO’s maintenance shops available and CAT’s LST anchored at Hong Kong, the British Colony’s Kai Tak airport became CAT’s new home. With nowhere else to go, CAT moved its base to Taipei on 16 December 49.72 This was only the center for flight operations, with dispatching weather, and Chief Pilot’s offices at Sungshan airport.73 CAT’s other offices remained at Hong Kong. On 19 December 1949, General Chennault and Whiting Willauer, in their capacity of private individuals, that is the Chennault / Willauer Partnership, reregistered all former CATC and CNAC aircraft to Civil Air Transport, Inc. (CASI). When Chennault and Willauer reregistered their own fleet of aircraft to C.A.T. Inc, Dover, DE in the US on 5 January 50, the address of the seller is given as “C. L. Chennault & Whiting Willauer / dba Civil Air Transport, Hong Kong, China,” in documents of the US Department of Commerce.74

Known management, administration and ground support personnel that has not yet been mentioned above – most of them were just promoted, some others, however, like Chief Meteorologist John Fogg75 were new – included: Robert Rousselot (promoted to Chief Pilot since late 1948),76 Earl Willoughby (Treasurer in 1949),77 Reese T. Bradburn (Assistant Personnel Director in 1949),78 Arthur Fung (Traffic Director),79 and Denny Chase (Operations

68 Leary, Perilous missions, p. 100.
69 Rosbert, The pictorial History of Civil Air Transport, p.177.
72 South China Morning Post of 16 December 49 (Clipping in: Whiting Willauer Papers, Box 5: Public Policy Papers, Dept. of Rare Books and Special Collections, Princeton University Library) reports: “The Civil Air Transport, under the management of Major-General Claire Chennault, attempted to send all of its 16 aircraft at Kai Tak to Taiwan yesterday. However, as flying hands were short, only eight of them eventually left for Taiwan. It was later learned that the remaining eight would be flown out to-day.”
73 Leary, Perilous missions, p.100.
74 Copies of the documents kindly sent to the author by Martin Best in his e-mail dated 15 July 2009.
75 Rosbert, The Pictorial History of Civil Air Transport, pp.69+70; before the arrival of John Fogg, CAT’s Chief Weather Observer was S. L. Mao (ib,p.78).
Manager, Canton in 1949). In December 1949, just before leaving Hong Kong, Executive Vice President Willauer hired former CNAC chief engineer Hugh L. Grundy as Director of Maintenance. In November 49, L. P. (“Lou”) Wheate was CAT’s South China Area Manager, when he left the Company. Not part of CAT’s Management, but close financial supporters of CAT were Washington assistant Thomas G. Corcoran of the Rio Cathay group and finance expert James J. Brennan, a close associate of Corcoran – both stockholders of Civil Air Transport.

The Washington office
As early as 1947, “Doreen Lonborg, Chennault’s wartime secretary, established an office in Washington and began to recruit American personnel, arrange purchases in the United States, and set up a system of home pay allotments.” In February 1950, Mrs. Lonborg was busy fending off letters, calls and telegrams, as US companies were dunning CAT’s Washington Office for unpaid bills.

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82 Leary, Perilous missions, pp.100-12; Robbins, Air America, pp.53/4.
84 Leary, Perilous missions, p.94.
86 Leary, Perilous missions, p.111.
87 Leary, Perilous missions, pp.25/6.
II) CAT Inc. (August 1950 - February 1955)

After all those financial transactions of late 1949 and early 1950, one may ask: What remained of Civil Air Transport? And who ran what remained of the old Company? In a Memo of 1 December 50, President Whiting Willauer mentioned the top Management: General Chennault (Chairman of the Board), Whiting Willauer (President), James J. Brennan (Executive Vice President) and Alfred T. Cox (Vice President).89 Looking at papers from that time, one will find that correspondence between members of the old Company was very informal. There were hand-written letters sent by a “Joe” to another “Joe”, and only when you take into consideration where these Joes had their offices, you may find that the Tachikawa-based “Joe” was Joe Orlowski, Assistant Director of Operations at Tachikawa, while the Taipei-based “Joe” was Camille J. (“Joe”) Rosbert, CAT’s Director of Operations,90 who, in most cases, did not sign as “Joe”, but as “CJR”.91 Copies of typed letters may have gone to a “CLC”, “WW”, or “JJB” standing for Claire L. Chennault, Whiting Willauer and James J. Brennan.92 But there was also the contrary: In his Memo dated 1 December 1950 that explained CAT’s new structure to all Department Heads, President Whiting Willauer signed with all of its titles:

![Image of memo]

Memo of 1 December 50, President to all Department Heads, in: UTD/Rosbert/B1F3

The reason for this was that in this Memo, Willauer explained all of these company names: C.A.T. Inc. was the name, under which CAT’s former fleet had been registered in the US in January 50, and which had loaned money “from a banking group in the United States”. Civil Air Transport, Inc. was the “lawsuit” company to whom the former CNAC and CATC fleets detained at Hong Kong that Chennault and Willauer had bought from the Chinese Nationalist government, had been registered in the US and whose rights to fly to Tokyo had been transferred to CAT. The Chennault/Willauer partnership were the traditional owners of CAT; and the “Willauer Trading Company” – the official Bill of Sale called it “Willauer Trading Corporation” – was just a new name of C.A.T. Inc. adopted to free the old name for the new “CAT Incorporated” created in July 50. So why this new “CAT Incorporated”? The official answer given by Willauer to the CAT employees was that this new name only represented a new banking group supporting the airline: “As of 1 July 50,93 certain new members came into the original banking group and others went out. This required the closing of the books of C.A.T. Inc. as of 1 July 1950 in order to settle the accounts of the original group and the opening of new books to apply from that date forward. Furthermore, in order to make a clean division between the old group and the new group, a new Delaware corporation was formed called CAT Incorporated, which succeeded to all the assets and business of C.A.T. Inc. […] It

89 Memo of 1 December 50, President to all Department Heads, in: UTD/Rosbert/B1F3.
90 For example, Joe Orlowski’s hand-written letter of 14 March 51 to Joe Rosbert, in: UTD/Rosbert/B2F1
91 For example, Joe Rosbert’s hand-written letter of 6 March 52, in: UTD/Rosbert/B2F1.
93 As can be seen in the Organizational chart of the Pacific Corporation (in: UTD/CIA/B1F10), the correct date was 10 July 1950.
should be emphasized that the difference between the old group and the new group is very negligible but it was clear that a clean demarcation was necessary, which could only be obtained by forming a new company.  

Today, it is no longer a secret, but well known that in August 1950, the CIA bought Civil Air Transport from the Chennault/Willauer partnership, which had temporarily registered their aircraft in the US in January 50, but only for a few months. In documents of the US Department of Commerce recording the Bill of Sale of the aircraft, the entire fleet of Civil Air Transport appears as sold by “C. L. Chennault & Whiting Willauer / dba Civil Air Transport, Hong Kong, China, to C.A.T. Inc, 317-325 South State Street, Dover, Delaware, on 5 January 1950.” On 10 July 1950, when all aircraft had already returned to Chinese registry, all sides were ready to effect the transfer of the assets of the old C.A.T. Inc., which had been renamed “Willauer Trading Corporation” on 8 July 50 in order to free up the name of C.A.T. Inc., to the CIA. On 10 July 1950, the Airdale Corporation was incorporated in Delaware as a holding company for the operating entities in South East Asia. On 10 July 1950, CIA General Counsel Lawrence R. Houston also incorporated CAT Incorporated under liberal Delaware laws, which was to become the operating entity, controlled by a seven-man Board of Directors. On 21 August 1950, J. J. Brennan of Willauer Trading Corporation and Th. G. Corcoran of Rio Cathay SA signed a Bill of Sale, by which “all of its aircraft, parts, equipment, plan, and other physical assets, or equities therein, business, franchises and interests therein, business,

Willauer Trading Corporation, Bill of Sale to CAT Incorporated, dated 21 August 1950 (UTD/Bisson/B5, microfilm reel no.2)

94 Memo of 1 December 50, President to all Department Heads, in: UTD/Rosbert/B1F3.
95 Copies of the documents kindly sent to the author by Martin Best in his e-mail dated 15 July 2009; the documents are printed at the end of my file The early days II – CAT operations in China 1949-50.
96 Declassified summary of material from the History of Air America, from the official “secret” history prepared by the CIA, p. 5, in: UTD/Fink/B22F12.
97 Leary, Perilous missions, p.110.
and goodwill” of Willauer Trading Corp. were transferred to CAT Incorporated. “Capitalized on August 23, Airdale acquired the airline’s assets through Dunn, then transferred them to CAT Incorporated in return for all the operating company’s stock.”

What was more or less unknown until 2009, was what the CIA thought about their acquisition of CAT. On 20 March 2009, the CIA released a Memorandum for the record that Stuart Hedden, Inspector General of the CIA, had written about CAT on 2 January 1952. Although it admits that at that time, some items of the purchase were still open to discussion, the overall judgment is extremely positive. The first 3 pages of this 18 page memo outline the steps of the acquisition of CAT by the CIA. As they are very important, I am quoting some extracts:

Hedden, “Memorandum for the record, subject: CAT”, dated 2 January 1952, p. 1: the CIA buys CAT, steps of the acquisition

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99 Richard P. Dunn was a Washington banker who served as a “cut-out”, i.e. as a friendly outsider used to disguise the CIA’s role in the transaction (Leary, Perilous missions, pp.105/6).
Hedden, “Memorandum for the record, subject: CAT”, dated 2 January 1952, p.3:
the CIA buys CAT, steps of the acquisition

On 24 March, we entered into an option agreement under which we had the right to purchase the airline and to apply against the purchase price certain subsidies which we agreed to advance. The subsidy was treated as a loan in this agreement and was to cover current liabilities which had mounted up to that amount. An additional was an outright operating subsidy for the months of April, May and June, the option date being 30 June, and the balance of the purchase price, was to be paid in case of exercise of the option. On 10 July 1950, the sellers having extended the option by mutual agreement, we gave a letter exercising the option and paid. Subsequently, we had paid an additional leaving a balance of to protect us against liabilities of the sellers which might be asserted against us as operators. Pertinent provisions of these agreements will be discussed below.

We have now had an audit by Lybrand, Ross and Montgomery which shows assets of over Our total investment, including all subsidies from the earliest one in 1949, is approximately just back from the field, says we could sell the planes alone in today’s market for over our cost of the entire operation. It would therefore seem that the previous owners were neither greedy nor profit-minded in the deal they made with us and that we have no apology for this investment even on business grounds. On operational grounds, it has been one of the most successful projects CIA has undertaken. It was invaluable to the Army in sustaining the early operations in Korea. It is still considered essential by the Army for Korean operations and in addition has won the commendation of the Joint Chiefs in other specific missions it has accomplished.

Hedden, “Memorandum for the record, subject: CAT”, dated 2 January 1952, p. 4:
The judgment: the acquisition of CAT by the CIA was economically fair and “on operational grounds, it has been one of the most successful projects CIA has undertaken”

As this file will show, the acquisition of CAT by the CIA on the one hand meant an increase of bureaucracy. The way, the CIA controlled the airline was by committees that met at Washington or New York and whose decisions had to be executed by the Management in the “Field” that is in the Far East: The Airdale Corporation, later renamed The Pacific Corporation, as the holding company was responsible for financing. The Board of Directors, whose Executive Committee made the decisions in day-to-day business, was responsible for having the guidelines of CIA policy observed by the Company. As can easily be guessed, this structure sometimes created tensions between the owners and the operators, i.e. between CIA Headquarters and the airline, as to what should be done. Even this problem had already been foreseen by an observation made by CIA’s Inspector General Stuart Hedden in 1952:
Hedden, “Memorandum for the record, subject: CAT”: tensions and conflicts

During the history of CAT and – to a much lesser degree – also that of Air Asia and Air America, such tensions often arose from a conflict of interests. While people who had grown up with the airline, saw their main interest in expanding the business of running an airline and a contract maintenance base, people who came from the CIA accepted the airline business only as a cover for clandestine operations and so wanted to limit it to the minimum that did not endanger that cover. But let us see how the cooperation between the Washington Committees and the Management and Administration in the “Field”, i.e. in the Far East, worked over the years. From 1950 onwards, this file is divided into two periods of time – 1950-55 and 1955-59 –, and within these periods, there are two main sections: Boards and Committees and Management.

1) Boards and Committees

A) The Airdale Corporation

On 10 July 1950, the Airdale Corporation was incorporated in Delaware as a holding company for the operating entities in South East Asia. Airdale had 3 directors, all employees of the CIA’s Office of Finance, who apparently served under pseudonyms, and who were also members of the seven-man Board of Directors of CAT Incorporated. The Airdale Corporation had its principal office at 317-325 South State Street, Dover, DE, home of The Prentice-Hall Corporation, their Resident Agent and custodian of the books, while their Washington office was Room 730 Southern Building, 805 Fifteenth Street, NW, Washington DC. Then, Airdale acquired the assets of CAT Incorporated thru lawyer Richard P. Dunn by money that had been paid to the Airdale Corporation by their officers, Messrs. Sisley and Gatenby. “Mr. Sisley, as President of the Corporation, explained that it had been formed for the purpose of acquiring and holding the capital stock in CAT Incorporated, a Delaware corporation, which in turn is to acquire and operate the business of the Willauer Trading Corporation, which consists of an airline operating in China and other points in the Far East. He explained further that in order for CAT Incorporated to acquire certain of the assets of the Willauer Trading Corporation, it will be necessary for the Airdale Corporation to provide the necessary funds to CAT Incorporated, by purchase of the capital stock of the latter corporation, and also, in order to provide the necessary working funds to CAT Incorporated to carry on the business, it will be necessary from time to time for the Airdale Corporation to make loans to CAT Incorporated.” The last point concerned the right of Messrs. Willauer and Brennan “to purchase the stock of CAT Incorporated between July 1, 1952 and July 1, 1955 or upon dissolution by termination of operations.” On 20 June 51, this right was rescinded “at the request of Mr. Willauer and with the concurrence of Mr. Brennan.” On 3 March 52, James M. Sisley was replaced by Edmund T. Wimbush as President of the Airdale Corporation.

Things apparently changed in late 1951 or early 1952 as a result of the crisis that had come up with the management of Schildhauer. “The senior officials [of CIA] also implemented the recommendation to establish an overt Board of Directors. This was to be a Board of Airdale Corporation, so that Airdale could act as a “cut-out” for the ownership relationship between CAT and C.I.A. This Board was to be completely inactive; no meetings were to be held, but Minutes would be written and signed to satisfy the law. The actual Board of Directors was to be that of CAT Incorporated.” For, the real main purpose of the Airdale Corporation was

104 The minutes of the first meeting of the Directors of the Airdale Corporation, which was held at 805 Fifteenth Street, NW, Washington DC on 10 July 50, give the names as James M. Sisley (President), Theodore B. Gatenby (Vice President), and James O. Updegraff (Secretary-Treasurer). See minutes of that first meeting, which are online readable at http://www.foia.cia.gov/sites/default/files/document_conversions/1818029/195008.pdf.
105 Leary, Perilous missions, p.110.
financing. When CAT’s DC-4 B-1002 was bought in 1952, first, the Chairman of the Board of Directors of CAT Inc. pointed out in the meeting of 3 April 52 that such an aircraft would be a desirable addition to the fleet. Then, upon approval by the Board, the Management purchased the aircraft. Then “funds for the purchase of this aircraft were borrowed by CAT Incorporated from the Airdale Corporation in return for a non-interest bearing demand note in the amount of $595,000 and a chattel mortgage on the aircraft”. Then, on 26 and 27 May 1952, the Board of Directors of CAT Incorporated confirmed that all of these actions “be and they hereby are in all respects confirmed and ratified.”\textsuperscript{112} Finally, on 30 June 52, the Executive Committee of the Board of Directors of CAT Incorporated “resolved that the proper officers of this Corporation are hereby authorized to transfer to the partnership of Civil Air Transport, consisting of Claire L. Chennault and Whiting Willauer, by bill of sale, the legal title of the C-54 bearing manufacturer’s serial number 3078, in exchange for a demand note for five hundred ninety-five thousand dollars ($595,000), being the purchase price of the said aircraft, a chattel mortgage securing the said note, and a deed of trust, from the said partnership. The said officers are further authorized and directed to endorse the said note and assign the said chattel mortgage when received to the Airdale Corporation.”\textsuperscript{113} The transfer of the title to the “partnership of Civil Air Transport, consisting of Claire L. Chennault and Whiting Willauer” was necessary, because for the Chinese MOC, CAT had still to be owned by Chennault and Willauer and not by the CIA.\textsuperscript{114}

As it seems, the Airdale Corporation, which was probably necessary as a nominee to hide the real source of the money, i.e. the CIA, in CAT’s tax declarations, was quite early considered to be superfluous. In the early 1950ies, an undated and anonymous paper entitled “Reorganization of Corporate Structure: Elimination of Airdale” clearly stated: “It is proposed that Airdale Corporation be eliminated from the entire CAT picture. It is further proposed that this can best be accomplished by organizing a new corporation which will purchase all of the assets of Airdale Corporation. This new corporation shall be referred to for the purpose of this memorandum as Airline Holding Company (AHG).”\textsuperscript{115} It is unknown who was the author of this paper, but apparently it was someone from the airline who did not understand the advantage of a seemingly unlimited source of money that had its origin in the US Government. On the other hand, that source wasn’t unlimited at all: There were some rare cases where the Airdale Corporation, i.e. the CIA’s Office of Finance, stopped a big acquisition that had been agreed to by the Board of Directors, arguing that the decision should be reconsidered in the light of later developments. So, we read in the Minutes of Meeting of the Board of Directors of CAT Incorporated of 21 July 1952: “The Secretary also called the attention of the Board to the fact that on instructions of Airdale Corporation, the acquisition of an additional LST agreed to by the Board at meeting on May 26-27, 1952, had been deferred pending further inquiry into the possible use of the Company’s present LST as a tow vehicle for the Company’s barge should the occasion ever arise for such an action.”\textsuperscript{116}

B) The Board of Directors of CAT Incorporated

On 10 July 1950, CIA General Counsel Lawrence R. Houston also incorporated CAT Incorporated under liberal Delaware laws, which was to become the operating entity, controlled by a seven-man Board of Directors, which was composed of 3 CIA men, and 4

\textsuperscript{112} Minutes of Meeting of Board of Directors of CAT Incorporated, of 26 and 27 May 1952, in: UTD/CIA/B4F6A.
\textsuperscript{113} Minutes of Meeting of Executive Committee of Board of Directors of CAT Incorporated, of 30 June 1952, in: UTD/CIA/B4F6A.
\textsuperscript{114} See the discussion of the franchise renewal in 1951, explained in my file CAT, Air Asia, Air America – the Company on Taiwan I: Structure and Development.
\textsuperscript{115} “Reorganization of Corporate Structure: Elimination of Airdale”, in: UTD/Bisson/B5, microfilm reel no.2.
\textsuperscript{116} Minutes of Meeting of Board of Directors of CAT Incorporated, of 21 July 1952, in: UTD/CIA/B5F1.
directors coming from the airline itself. The directors of CAT Incorporated were the three directors of the Airdale Corporation (i.e. 3 CIA employees) and 4 men coming from the airline, i.e. Whiting Willauer (President), James J. Brennan (Executive Vice President),117 Alfred T. Cox (Vice President) and Robert R. Terhaar (Treasurer), of which Cox and Terhaar were also CIA employees.118 So, of the seven directors, five were CIA employees so that policy direction by CIA were assured. General Chennault was retained on a consulting basis, with the title “Chairman of the Board”. The CIA then contracted Willauer as President of the airline119 and Vice Chairman of the Board of Directors of CAT Incorporated for a period of 3 years, while in a second contract, Willauer had to agree to carry out the overt requirements of the CIA.120

Things apparently changed in late 1951 or early 1952 as a result of the crisis that had come up with the management of Schildhauer. As the Declassified Summary of Material from the History of Air America, from the Official “Secret” History prepared by the C.I.A. preserved at the Air America Archives notes: “These problems of running CAT became so great that C.I.A. ’s Office of Policy Coordination (OPC) called a meeting in Washington, to extend over a full week (22-26 October 1951) to attempt to straighten things out. Every person concerned with the management of CAT, both at C.I.A. Headquarters and in the field, was invited (p.109). At the meeting, a C.I.A. consultant (Roger Hyatt) emphasized that there were faulty communications problems (1) between Washington and the field, and (2) within C.I.A. itself. Because of the contention that C.I.A. was “internally uncoordinated in its handling of CAT” (p.113), C.I.A’s Colonel Johnston, Assistant Director for Policy Coordination (ADPC), assigned responsibility for the business management aspects of CAT to a C.I.A. commercial officer, leaving operational management with the Clandestine Service. Colonel Johnston also accepted the recommendation that an overt Board of Directors be created for CAT. Senior C.I.A. officials were becoming tired of the time-consuming problems with CAT. They now went outside OPC, and the Deputy Director for Administration (DD/A) of C.I.A. was designated to assume responsibility for the business management of CAT. The senior officials also implemented the recommendation to establish an overt Board of Directors. This was to be a Board of Airdale Corporation, so that Airdale could act as a “cut-out” for the ownership relationship between CAT and C.I.A. This Board was to be completely inactive; no meetings were to be held, but Minutes would be written and signed to satisfy the law. The actual Board of Directors was that was to be that of CAT Incorporated. It would consist of 11 members, of whom three (Chennault, Willauer, Schildhauer) were resident abroad and would rarely attend meetings. Active Board control was in an Executive Committee of eight members of Agency or Agency-affiliated persons, headed by Samuel Walker as Chairman and Ward French as Executive Secretary (p.124).”121 The Executive Committee was divided into 2 groups: The Management Group, located at Washington, consisted of the Executive Secretary (Ward M. French), and Messrs. Brackley Shaw, Thomas Jones and Roger Hyatt, all of whom were specialists in airline management. The Advisory Group consisted of Messrs. Samuel Walker and William Read, later joined by Arthur B. Richardson and others, although the minutes of the Board meetings only list 9 names and not 11. The entire Executive Committee was to meet monthly. Meetings of the Board of Directors would be infrequent and serve only to

117 James J. Brennan had to resign from the Board of Directors in April 1951, when the CIA wanted General Chennault be elected as a director of CAT Incorporated because he was needed for the franchise renewal. In September 52, Brennan lost his position as Executive Vice President and was transferred to CAT legal functions only (Leary, Manuscript, chap. III, pp. 59+136, in: UTD/Leary/B19F1).
118 Leary, Perilous missions, p.113.
119 On 10 July 1950 (see Leary, Perilous missions, pp.115 and 244, note 2).
ratify the actions of the Executive Committee. The Executive Committee would formulate the policy, which would be transmitted to the President and Vice President General Manager for implementation. This corporate structure was ratified at the annual meeting of the stockholders of Airdale Corporation on 4 February 52.122

Meetings were often held at New York, like that of 21 July 1952 at The Hanover Bank, 40 East 42nd Street, but the Minutes only list 9 names: On 21 July 1952, Messrs. Claire Chennault, Samuel S. Walker (“business-friend of the Agency”),123 Whiting Willauer, William Read (“business-friend of the Agency”),124 Brackley Shaw (Washington attorney),125 Thomas Jones (Agency consultant),126 Roger C. Hyatt (Agency consultant),127 and Ward M. French (CIA) were present, and Clarence H. Schildhauer was absent.128 General Chennault presided as Chairman, and Mr. French served as Secretary: At that meeting, the Board of Directors approved the purchase of PBY-5A B-825 at $ 39,100.00.129 Meeting of 3 December 1953 at New York: Present were Messrs. Walker, Willauer, Read, Richardson, Cox,130 Shaw, and French; absent were: Messrs. Chennault and Hyatt.131

After the problems that the CIA had had with Willauer, Schildhauer and at the end even with Cox had been solved, the Agency felt the need to find someone who was able to get grip of the Field from his Washington Office. So, at the meeting of 21 June 54, the Board of Directors of CAT Incorporated created the position of Chief, U.S. Executive Officer of CAT Incorporated. As such, he was to occupy the position of Manager of the Washington Office and become Vice Chairman of the Board, and as such, he also had the authority “to appoint a Secretary to the Board of Directors”. At the same time, the Board of Directors accepted the resignation of Whiting Willauer as member and Vice Chairman of the Board, “resulting from his duties as United States Ambassador to Honduras”.132 In early July 54, General Charles P. Cabell, Deputy Director of the CIA, persuaded his longtime friend George A. Doole Jr, who had been employed by the CIA already in July 1953,133 “to become a permanent CIA employee and take charge of looking after CAT.”134 The new position was effective 1 July 54, and on 8 July 54, Doole transferred to the CAT Incorporated office in the Sheraton Building in downtown Washington.135 Henceforth, George A. Doole Jr was to be overtly General Manager and Vice Chairman of the Board and covertly a CIA staff agent for 18 years.136
Minutes of Meeting of Board of Directors of CAT Incorporated, of 21 June 1954, pp.4-5
(in: UTD/CIA/B2F4)

So on 19 July 54, we find Doole attending the Meeting of the Board of Directors of CAT Inc. at New York as a member of the Board and as “Vice Chairman acting as Secretary”. While Messrs. Read, Cox, and French were absent, General Chennault and Messrs. Walker, Richardson, Hyatt, and Shaw were present, as were – as guests – CAT’s Vice President and Assistant General Manager Joe Rosbert and CAT’s Director of Operations Bob Rousselot.  

On 9 February 55, the Board of Directors of CAT Incorporated elected or confirmed the following persons as officers of the corporation: General Claire L. Chennault (Chairman of the Board), Samuel S. Walker (Vice Chairman of the Board), George A. Doole Jr (Vice Chairman of the Board), Hugh L. Grundy (Acting President and Vice President-Technical-Services), Camille J. Rosbert (Vice President),  

Henry Yuan (Vice President), Harold B. Newell (Treasurer-Controller), Ward M. French (Secretary-Legal Counsel), and Mrs. Fern J. Hill (Assistant Treasurer and Assistant Secretary). The remaining time of the meeting was spent organizing the transition and transfer from CAT Incorporated to the new companies, i.e. to CATCL and Asiatic Aeronautical Company Limited.  

There was also a small group within the Board of Directors called the “Executive Committee of the Board of Directors of CAT Incorporated” that was responsible for day-to-day business. This could, for example, be details of the acquisition of C-54 B-1002, when this Executive Committee “resolved that the proper officers of this Corporation are hereby authorized to transfer to the partnership of Civil Air Transport, consisting of Claire L.  

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139 Already at the Meeting of the Board of Directors of CAT Incorporated of 21 June 54, “Mr. Ward M. French was elected to the position of Secretary and Legal Counsel of the Company, and Mr. Harold B. Newell was elected to the position of Treasurer and Controller of the Company” (Minutes of Meeting of Board of Directors of CAT Incorporated, of 21 June 1954, in: UTD/CIA/B2F4).
Chennault and Whiting Willauer, by bill of sale, the legal title to the C-54 bearing the manufacturer’s serial number 3078, in exchange for a demand note for five hundred ninety-five thousand dollars ($595,000), being the purchase price of the said aircraft, a chattel mortgage securing the said note, and a deed of trust, from the said partnership. The said officers are further authorized and directed to endorse the said note and assign the said chattel mortgage when received to the Airdale Corporation.”

According to William Leary, “this executive committee of six members held real power. Two of these men, Samuel S. Walker and William Read, were ‘business-friends’ of the agency and would act primarily as advisers, the other four formed a management group that supervised the airline on a day-to-day basis. Initially, the management group consisted of Ward M. French, prominent Washington attorney Brackley Shaw, and business-consultants Hyatt and Jones. French, the only CIA member on the board, held the important secretarial post.”

C) Board of Directors of C.A.T. S.A.

Between 1950 and 1952, i.e. at the times of the lawsuit to get awarded the former CNAC and CATC aircraft registered to CATI in the US, but retained at Hong Kong and claimed by Red China, there were even Meetings of the Board of Directors of C.A.T. S.A. Thomas G. Corcoran had invented a complicated organizational structure in order to save the CATI fleet retained at Hong Kong. At the top “stood C.A.T. S.A., incorporated under liberal Panamanian laws that afforded tax, secrecy, and other desirable benefits. Civil Air Transport, Inc. (CATI) was then incorporated under Delaware laws to act as C.A.T. S.A.’s nominee in the legal battles.” During a special meeting of the Board of Directors of C.A.T. S.A. held at Hollywood CA on 28 October 52, Claire Chennault characterized the situation of the ex-CATC fleet. Present at the meeting were General Chennault, Thomas G. Corcoran, and James J. Brennan. Absent were Whiting Willauer (Hong Kong) and William S. Youngman Jr (New York).

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141 Minutes of Meeting of Executive Committee of the Board of Directors of CAT Incorporated, of 30 June 1952, in: UTD/CIA/B4F6A.
142 Leary, Perilous missions, pp.150/1.
143 Leary, Perilous missions, p.94.
144 Minutes of a Special Meeting of Board of Directors of C.A.T. S.A., formerly in: UTD/Leary/B36F10.
145 William S. Youngman belonged to Rio Cathay SA, a Panamanian corporation pursuing business in China and one of the shareholders of CAT, i.e. part of CAT’s owners (Leary, Perilous missions, pp.9 and 111).
2) The Management

A) The Taipei Offices

The President of CAT Incorporated: his Functions and his Staff

Gradually, beginning in 1950, CAT’s administration transferred to Taipei on Taiwan. Already on 10 July 1950, the CIA had contracted Whiting Willauer as President of the airline and Vice Chairman of the Board of Directors of CAT Incorporated, becoming CAT’s chief operating officer who reported to the CIA. General Chennault was promoted to Chairman of the Board, which was an empty title with little influence on operations, Jim Brennan became Executive Vice President responsible for financial matters, while Chief Engineer Hugh Grundy and Chief Pilot Bob Rousselot stayed at their posts. CIA man Alfred T. Cox became Vice President, assuming managerial duties, while CIA man Robert Terhaar, accountant from the Agency’s Office of Finance, became Treasurer. Hong Kong remained the airline’s managerial and financial headquarters. Whiting Willauer delegated supervision of CAT’s day-to-day business (except finance) to Director of Operations Joe Rosbert, who had his office at Taipei. The most interesting first hand documents about CAT in 1950 that are still available, are the Periodical Reports written by Director of Operations Joe Rosbert. During the first half of 1950, Rosbert sent these reports to the President. During the second half of 1950, CAT’s Director of Operations Camille J. (“Joe”) Rosbert sent his Periodical Reports to an unknown “Executive Management Committee”, possibly inside the CIA – with copies to a growing number of CAT people, including General Chennault, President Whiting Willauer, Executive Vice President James J. Brennan (who initially served as Treasurer and then was expected to run day-to-day business), Vice President Henry Yuan (CAT’s liaison with the Chinese Government), Treasurer Robert Terhaar, Director of Personnel Reese T. Bradburn, and to CAT’s Hong Kong representative Earl S. Willoughby. Items reported were Operations, fleet details, engineering, communications, weather, and traffic. Other known new personnel assigned to CAT headquarters were Saul Marius (new Legal Counsel), Conrad E. LaGueux (CIA representative at Hong Kong since November 1949), Bill Sturgess (CAT Technical Representative, Hong Kong), Bill Severt (Operations Manager, Taipei), Tony Da Costa (Traffic and Sales Dept.), A.C. (“Sammy”) Yuan (Traffic and Sales), Jim Boring (Chief, etc.).

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146 On 10 July 1950 (see Leary, Perilous missions, pp.115 and 244, note 2; Leary, Manuscript, chap. II, p.137, in: UTD/Leary/B1.
147 Leary, Perilous missions, pp.113-15.
149 Leary, Perilous missions, p.115.
150 Preserved at: UTD/Rosbert/B1F3.
151 Available are Joe Rosbert’s Periodical Reports of 10 February 50, 17 February 50, 2 March 50, and 23 March 50 to the President, in: UTD/Rosbert/B1F3.
155 Most of these persons were identified from the index to Leary’s Perilous missions; for the identity of Earle S. Willoughby see his letter of 11 December 50 to Joe Rosbert, in: UTD/Rosbert/B1F3.
159 Rosbert, The Pictorial History of Civil Air Transport, p.129.
160 Rosbert, The Pictorial History of Civil Air Transport, p.130.
Ground Transportation Dept.), Sam Tweedie (Chief Accountant), Jack Samson, then
Marvin Plake (Public Relations Officers), Stuart P. McFadden (CIA man and CAT Public
Relations Officer since October 1950), John Fogg (Chief Meteorologist, Taipei), Bob
Aubry (Operations Manager, Taipei 1950, still in 1957), "Doc" Gentry (CAT’s medical
officer around 1951), and Dr. Richard Lee (Chief, Medical Dept., Taipei). People
working under Hugh L. Grundy (Director of Aircraft Maintenance Dept.) at Tainan included
Dave Gluskin, George C. Stubbs, and Huxtable (Crew Chiefs), Art Austin (Chief Engineer),
Harvey Wirta (Chief Aircraft Mechanic), Tom Driscoll (Instructor), George Stevens (Chief
Aircraft Mechanic), A. Robert Lee (Head of CAT’s Supply Department until March 51), and
Jim Burkett (Crew Chief).

Already in December 1949, CIA sent Robert E. Terhaar as an accountant of CAT to Hong
Kong to keep an eye on the Agency’s financial interests, a first attempt of staffing the
accounting office. But instead of collocating this office with the executive offices at Hong
Kong, CIA positioned it at Taipei, where 14 Chinese and 4 foreigners were employed. As
only Terhaar had any accounting experience, all the others had first to be instructed in
American accounting procedures. In the spring of 1951, Kenneth C. Brunner arrived at
Hong Kong to assist Terhaar as Chief Accountant; CIA’s proposed solution to the fiscal
problems was the creation of a Comptroller’s (Chief Accountant’s) office to supervise fiscal
affairs, but he resigned in 1952. The CIA became more and more discontented with
Willauer’s financial independence like his idea to buy the Narcissus, although this acquisition
was understandable: CAT had become resident at Hong Kong, when Mainland China fell to the
Communists. When in Korea, Chinese “volunteers” crossed the Yalu River in November
1950, the fear that China might also overrun Taiwan and Hong Kong as well, became
 omnipresent. So, on 15 May 1951, CAT acquired the Narcissus, a converted PT boat, whose
main function was to serve as a means of evacuation, should the Communists take Hong
Kong. As that did not happen and as part of CAT’s administration remained at Hong Kong, the
Narcissus later served for recreation and business entertainment. Max Springweiler recalls: “When important people visited Hong Kong CAT invited them on pleasure cruises
around Hong Kong harbor and to the nearby bays and islands. Ruth and I were almost always
on board. Soon we were on a first name basis with Clark Gable, Bill Holden, Cary Grant, Ava
Gardner and others.” Moreover, Willauer hoped to reacquire the airline one day and so was
more interested in expanding CAT’s airline business dreaming of commercial operations to
Pakistan, Indonesia and Indochina, than in working for the US Government, so that CIA
Headquarters thought about changing Willauer’s duties as President and transferring

165 Leary, Perilous missions, p.128.
170 Rosbert, The Pictorial History of Civil Air Transport, p.139; Dr. Lee still had that position in October 59 See:
173 Leary, Perilous missions, p.103.
174 Leary, Manuscript, chap. III, p.73, in: UTD/Leary/B19F1.
177 Leary, Perilous missions, p. 145.
178 Springweiler, Pioneer Aviator in China, p.252.
operational control to a CIA man.\textsuperscript{180} The man that Thomas Jones of Jones and Gillies Inc., the Agency consultant company, proposed for this job was Clarence H. Schildhauer.\textsuperscript{181}

In May 51, \textbf{Clarence H. (“Dutch”) Schildhauer} accepted the position of Vice President and Assistant General Manager of CAT,\textsuperscript{182} taking over the work of Whiting Willauer in July 51, but following specific guidelines that the CIA had set up for him to follow. “CAT’s fleet would be limited to twenty-six aircraft with a maximum potential of three thousand hours a month. Development of air cargo would be emphasized, keeping enough passenger business to maintain operating franchises and existing routes. CAT was not to make any long-term commitments that would remove equipment and personnel from the Japan-Thailand area. Charters beyond this region could be accepted only if they were short term and small scale. Above all, the CIA stressed, strict economy must be practised.”\textsuperscript{183} Schildhauer, whose position as Vice President and Assistant General Manager of CAT included operational responsibility over Operations, Business and Promotion Divisions, took office at Taipei, while the other senior executives remained at Hong Kong. Apparently, life in cosmopolitan Hong Kong was more attractive to CAT’s senior management than life in a more provincial Taipei, but Cox argued that clandestine activities out of Taipei would be subject to Chinese Nationalist scrutiny, so had to remain at Hong Kong. From Taipei, Schildhauer also reorganized the Operations Division under Joe Rosbert, which, in the future, was to include the Operations, Chief Pilot, Meteorology, Communications and Ground Transportation Departments, while the maintenance function was split from the Operations Division and placed under the newly-created Maintenance Division, under Hugh Grundy, whose title changed from Chief Engineer to Director of Maintenance. This new Maintenance Division also included Marine, Construction, and Supply Departments, including the Procurement Office at Burbank, CA. All Traffic functions were placed under a new Traffic and Sales Division, whose Director Moon Chen was responsible for the development of cargo, passenger and mail business on scheduled flights and for charter flight business.\textsuperscript{184}

Schildhauer worked hard to set CAT on the road of economic success, especially by building up contract maintenance. But he was given only a minimum of information on the clandestine operations for which CAT was being used.\textsuperscript{185} His management style – a constant demand for reports and what CAT employees called a dictatorial behaviour\textsuperscript{186} – created a pervasive discontent within CAT that finally led CIA Headquarters to doubt Schildhauer’s managerial ability.\textsuperscript{187} What still did not work under Schildhauer was finances, i.e. the fiscal administration of the business, and there were no financial reports sent to the Board of Directors. At a CIA meeting held at Washington 22-26 October 1951, “the Deputy Director for Administration (DD/A) of C.I.A. was designated to assume responsibility for the business management of CAT.”\textsuperscript{188} Some months later, “within C.I.A. Headquarters there was a further change in control. Ernest Pittman, the assistant to the DD/A […] took over the job of overseeing CAT Incorporated and was appointed acting Chief of the Commercial Division in April or May of 1952.”\textsuperscript{189} It was Willauer, who recommended Schildhauer’s dismissal in the spring of 1952. But if he had dreamt to return to his former responsibilities, this did not come

\textsuperscript{180} Leary, \textit{Perilous missions}, pp.144-46.
\textsuperscript{181} Leary, Manuscript, chap. III, pp.61-64, in: UTD/Leary/B19F1.
\textsuperscript{182} Leary, \textit{Perilous missions}, p.146.
\textsuperscript{183} Leary, \textit{Perilous missions}, p.146.
\textsuperscript{184} Leary, Manuscript, chap. III, pp.76-82, in: UTD/Leary/B19F1.
\textsuperscript{185} Leary, Manuscript, chap. III, p.84, in: UTD/Leary/B19F1
\textsuperscript{186} Leary, Manuscript, chap. III, pp.76-82, in: UTD/Leary/B19F1.
\textsuperscript{188} Declassified Summary of Material from the History of Air America, from the Official “Secret” History prepared by the C.I.A., p.8, in: UTD/Fink/B22F12.
\textsuperscript{189} Declassified Summary of Material from the History of Air America, from the Official “Secret” History prepared by the C.I.A., p.9, in: UTD/Fink/B22F12.
true. For “Washington in July ‘promoted’ Willauer out of the presidency to Vice chairman of the Board.” By his new position, Willauer seems to have felt relegated to the semi-retired status of General Chennault, and as early as July 1952, he thought about retiring from CAT, but left the Company only in February 1954. “Schildhauer was fired by the Board of Directors on 26 May 1952; Willauer was asked to resign and did so on 30 June 1952; and the C.I.A. through Frank Wisner, now Deputy Director for Plans (DD/P), asked Alfred T. Cox, a career C.I.A. officer, to take over as President of CAT. Cox agreed, and after serving informally for a period he was elected by the Board on 19 January 1953 as President and General Manager, and a director, of CAT.”

When President Alfred T. Cox, who had been promised to be replaced as Chief of the CIA Mission inside CAT, if he took over as President, returned to Hong Kong in January 53, he began implementing the instructions received at Washington. He promoted Joe Rosbert to become his chief deputy and gave him 2 functions, Vice President for Operations and Assistant General Manager (the function previously held by Schildhauer). While Cox remained in his office at Hong Kong, Rosbert, who was to handle day-to-day operations, had his office at Taipei. Hugh L. Grundy became Vice President for Technical Services, responsible for all technical, engineering, maintenance, supply and procurement. Henry Yuan became Vice President for Chinese Affairs, responsible for all liaison and contacts with the Chinese Government (except for those reserved for General Chennault like the franchise). Lew Burridge was transferred to Hong Kong on 1 January 53 as Special Assistant to the President. Joe Orlowski became Regional Director of the Japan-Korea Region in place of Burridge.

Yet, financial administration of CAT’s business still did not work: After Terhaar had left Hong Kong in early 1952, for over a year, treasurers and controllers succeeded each other in rapid succession, each one adding to the confusion in the financial sector. Between June and September 52, CIA sent several talented accountants – Lindsey B. Herd, John Weigers, and James T. McElroy – to Taipei who joined local employee Edgar L. Mitchell Jr to form the nucleus of a first-rate staff. In the summer of 1952, Harold R. Colvin replaced Terhaar as Treasurer and Arthur Worsnop became Controller, but both of them remained only for a few months. In November 52, George Hyslop was sent from the US to serve as Senior Consultant in Fiscal Affairs, and in February 53, Samuel S. Walker, Vice Chairman of the Board of Directors, came to Taipei. As a result, the acting Treasurer and the acting Controller were sent home, and Hyslop took both offices. When he became ill, Harold B. Newell, who had been interviewed by Directors William Read, Arthur Richardson, and Samuel Walker, entered office on 27 July 53 as CAT’s new Controller, while Hyslop remained Treasurer, but

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191 Leary, Perilous missions, p.147.
192 In July 53, the sudden death of his son made him hurry home to the U.S., “where emotional shock caused a severe embolism.” While in the US, he accepted an ambassadorship to Honduras and “formally severed all ties with CAT in February 1954” (Leary, Perilous missions, p.173).
193 Cox took over as Acting President in September 52 (Leary, Manuscript, chap. III, p. 152, in: UTD/Leary/B19F1).
194 “[…] General Charles P. Cabell became Deputy Director of the Agency on 23 April [53], and on 1 July Colonel Lawrence K. White succeeded Walter Wolfe as Deputy Director for Administration. These men were to be involved with CAT - Air America for years to come.” (Declassified Summary of Material from the History of Air America, from the Official “Secret” History prepared by the C.I.A., pp.9-10, in: UTD/Fink/B22F12).
195 After some delay, Robert T. Fitzhugh was chosen, then John Mason (Leary, Manuscript, chap. III, pp.137+211, in: UTD/Leary/ B19F1).
196 Leary, Perilous missions, p.156.
199 Leary, Perilous missions, p.197.
was later succeeded by Ward French.\textsuperscript{200} Also in 1953, Richard M. Barmon joined CAT as an accountant, and he found out that, unintentionally, the USAF had occasionally double-billed CAT for gasoline purchases; “as a result, CAT recovered from the government $250,000 in overpayments.”\textsuperscript{201} By February 54, the Board of Directors were expressing their appreciation to Newell for the great improvement in the financial reports, which the Board had been receiving since Newell took office.\textsuperscript{202} In March 54, Ward M. French arrived at Taipei from Washington to replace Saul Marius and lead the Legal Department.\textsuperscript{203}

![CAT C-46 B-842 at Hong Kong on 23 December 53](UTD/Kirkpatrick/ color slide no. 1KP-A-1-SC2193)

Already in 1953, CIA Headquarters began to tighten its grip on field management: “In 1953 General Cabell […] requested that the system by which Headquarters approved requests for capital appropriations for CAT be reviewed and tightened ‘as soon as possible’ (p.279). Doole, on his return from a field trip in October of 1953, introduced the subject into the C.I.A. Management Committee where it was decided that CAT management in the field must obtain approval from Headquarters for all capital items costing more than $1,000 (p.279). And because Headquarters considered itself insufficiently informed by Cox, it had (at General Cabell’s request) the Management Committee draw up a set of ‘Ground Rules’ which described the general activities ‘for which Cox had to seek prior approval from the Board of Directors and Headquarters, through the Management Committee’ (p.280). Under these ‘Ground Rules’ adopted under General Cabell’s order on 15 May 1954, the Management Committee had to approve the following (Chapter III, p.281):”\textsuperscript{204}

\textsuperscript{200} Rosbert, The Pictorial History of Civil Air Transport, p.140.
\textsuperscript{201} Leary, Perilous missions, pp.198/9.
\textsuperscript{203} Leary, Perilous missions, p.201.
\textsuperscript{204} Declassified Summary of Material from the History of Air America, from the Official “Secret” History prepared by the C.I.A., pp.14/5, in: UTD/Fink/B22F12.
"1. Long-range charter operations outside the Far East when more than one round trip was involved.

2. Contractual arrangements with foreign or U.S. Government agencies.

3. Purchase or construction of capital asset items costing more than $500 each or an improvement made to facilities costing more than $1000.

4. Commitments to perform services for which payment in nonconsumable currencies is made.

5. Initiation of litigation and proposed plan of defense in litigation against company.

6. Change in depreciation policy, write-up or write-off of assets, balance sheet adjustments.

7. Establishment of bank accounts, designation of signatories.

8. Employment of personnel of higher level, promotion and longevity pay.


10. Other activities impinging on policy or creating obligation."

CIA “Ground Rules” for CAT: *Declassified Summary of Material from the History of Air America, from the Official “Secret” History prepared by the C.I.A.*, pp.15/6 (in: UTD/Fink/B22F12)

“Comprehensive as these Ground Rules might appear to be, George Doole was not satisfied with them. He requested seven additional reports. Cox never did make those reports and complained about the entire procedure, feeling that it encroached on his authority as President. […] Having brought the field management under control, the C.I.A. meanwhile was attempting to streamline the supervisory channels within the Agency. On 10 November 1953 a five-man CAT Management Committee had been established to meet weekly. This Committee was headed by the Deputy Director for Plans (DD/P) or his representative as chairman, and included the Chief of Administration, the General Counsel of C.I.A., and the Secretary of CAT. This was the Committee which issued the Ground Rules listing the activities which required prior approval by the Board of Directors and the Management Committee.”

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205 The additional reports requested by Doole were 1) the Monthly Operations Division Reports; 2) the Personnel rosters; 3) aircraft data reports (including the registration number of each plane); 4) the Technical Services’ Division Monthly Report (expanded); 5) the Monthly Flight Time Breakdown Reports (revenue and non-revenue); 6) the Monthly Revenue Report; and 7) the Monthly Traffic Statistics (Leary, Manuscript, Chap. IV, p.282, in: UTD/Leary/B19F2).

When, accompanied by Brackley Shaw, Doole made an inspection tour to the Far East in October 53, he had the impression that “CAT’s executives did not seem to understand that the commercial side of the airline existed only for cover; they talked about ‘nothing but expansion’. Doole had to halt plans for a project in the Middle East and discourage other ambitious ventures.”

In March 54, Paul R. Holden, one of CAT’s original pilots was promoted to Chief Pilot, when Bob Rousselot became Director of Operations. Effective 1 July 54, the new position of Managing Director and CEO of CAT Incorporated had been created, and on 8 July 54, George A. Doole Jr took office and transferred to the CAT Incorporated office in the Sheraton Building in downtown Washington. Henceforth, Doole was to be overtly General Manager and Vice Chairman of the Board and covertly a CIA staff agent for 18 years. On 15 June 54, the CIA mission in CAT was regularized by a formal order, which defined its missions and functions. From Hong Kong, the Chief, CAT mission, was to arrange for operational support and serve as the CIA point of contact and coordination with CAT in operational matters, but had no responsibility for CIA’s commercial interests in CAT Incorporated. In the field, Grundy was provided with a CIA staff agent as an assistant, under CAT cover, who was responsible for such special operations and services not normally included in the management and administration of a commercial facility, i.e. for clandestine activities. It is believed that this CIA man inside CAT’s Hong Kong office was John H. Mason, Special Assistant to the President (SA/P) of CAT in 1956 who, in the early fifties, had been the head of JTAG, the CIA Station at Atsugi Naval Air Station near Tokyo.

“The emergence of George A. Doole as Chief Executive Officer coincided with growing doubt about the ability of Alfred Cox to handle the many aspects of being President of CAT. Cox resisted the demands of the C.I.A. Management Committee and of the Board of Directors for information and reports, arguing that these demands undercut his ability and showed a lack of confidence in his performance. He attacked C.I.A. Headquarters for failing to support him and charged that Headquarters tried to make all decisions. ‘To Headquarters it appeared that Cox stubbornly refused to accept the revised corporate structure whereby the Board of Directors made the policy which was transmitted to the field through George Doole and which Cox was expected to carry out’ (p.205). Cox was plainly unhappy with the new policy and management of the proprietary. The days when autonomy rested with the field management had passed. ‘Now George Doole was the fulcrum of Agency responsibility and he answered, if not administratively, certainly in reality to General Cabell… Doole insisted on chain of authority, on precise data and recognition of his jurisdiction. This Cox disinclined to recognize or to fulfill… These actions did not endear him to the officials who had direct responsibility for the proprietary in Headquarters’ (pp.205-206). And his management practices in the field further aggravated the situation. Numerous incidents [...] convinced C.I.A. Headquarters that Cox was becoming a problem as President. A principal factor was his resistance to an order from Headquarters to move the executive offices of CAT from Hong Kong to Taipei (p.207). Cox was summoned back to Washington by the Management Committee of C.I.A. to attend a meeting on 17 December 1954 at which he was told, by Lyle T. Shannon, Chief Administrative Officer, Deputy Director for Plans (DD/P), that he was to be removed as President effective 31 December 1954. Even George Doole, Chief Executive Officer, was surprised at the timing and method of firing Cox, but he concurred (p.212).

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207 Leary, Perilous missions, p.176.
208 Leary, Perilous missions, p.189.
209 At 713-725 14th Street NW, Washington, a skyscraper built in 1927.
Headquarters had already made the decision that Cox would be replaced immediately by Hugh Grundy, who was Vice President for Technical Services (p.213).

In 1954, the CAT Department of Technical Services at Tainan and Kaohsiung headed by Hugh Grundy, Vice President for Technical Services, had three major divisions: Aircraft Maintenance, General Maintenance, and Supply. The Aircraft Maintenance Division was headed by Director A. Wueste, the General Maintenance Division was under direction of W. F. Henderson, and the Supply Division was temporarily supervised by VP Hugh Grundy, although W. R. Hose as Supply Manager and George Morrison as Assistant Supply Manager ably bore the brunt of the work load. In the Aircraft Maintenance Division were Planning, Inspection, Aircraft Service and Shops Departments. The General Maintenance Division included Electronics, Automotive Maintenance, Construction and Marine Departments. The Supply Division included Control, Stores, Shipping and Receiving, Far East and United States Procurement.

### B) The Washington Office

In the fall of 1950, A. Robert Lee, CAT’s Head of Supply, travelled to Washington and, working with Mrs. Lonborg, concluded contracts for engines, radio equipment etc. to expedite refurbishing CAT aircraft for the Booklift operation. For until the establishment of the Burbank Office in March 51, she handled the procurement function in the Washington Office. But when the office was to be reduced, she resigned on 12 September 51. Already in mid-1950, the CIA had decided that the Washington Office of CAT would continue to exist and should be represented by an overt legal counselor. CIA General Counsel Lawrence R. Houston recommended Brackley Shaw, former General Counsel to the Secretary of the Air Force. As has been shown above, CIA headquarters at Washington was the real owners of CAT Incorporated had always attempted to exercise strict control of what the Company was allowed to do in the Far East. While Schildhauer had tried to impose the CIA’s restrictive guidelines – strict economy, a limited fleet of aircraft, only limited numbers of passengers, and concentration on the Japan-Thailand area – on to CAT operations, Willauer and Cox were unhappy with these restrictions and so tried to loosen the ties. This opposition to headquarters guidelines coming from the field was probably the reason why, in July 54, General Charles P. Cabell, Deputy Director of the CIA, persuaded his longtime friend George A. Doole Jr “to become a permanent CIA employee and take charge of looking after CAT.” On 19 July 54, we find George Doole attending the Meeting of the Board of Directors of CAT Inc. at New York as a member of the Board and as “Vice Chairman acting as Secretary”. This was probably also the moment when CAT’s Washington office became the “Home office” of the CAT Incorporated and later Air America, also home office of George A. Doole Jr as Managing Director and Chief Executive Officer. Indeed, at the

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215 George Denton Morrison was first Assistant Manager of Supply and since 1956 Director of Supply at Tainan, working there from 1951 to 1974 (Anonymous, “In memoriam George Denton Morrison”, in: Air America Log, vol. XXIX, no. 4, December 2012, p. 5).
221 Leary, Perilous missions, pp. 146/7.
222 Leary, Perilous missions, pp.147-49 (Willauer) and pp.206-08 (Cox).
223 Leary, Perilous missions, p.173.
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Meeting of the Management Committee of CAT Incorporated of 2 and 4 February 55, the Chairman – apparently George Doole – expressed his need “for an assistant in the Washington Office”, and the Committee approved the hiring of John Fogg as such an assistant in the Washington Office.225

C) Base and Station Management

As has been shown in my file CAT, Air Asia, Air America – the Company on Taiwan I, in these early months of 1950, Civil Air Transport had five addresses: The main offices were still in Hong Kong and some of them moved to Taiwan only by mid-April 1950.226 Since late December 49, the center for flight operations, with dispatching weather, and chief pilot’s offices were at Taipei’s Sungshan airport on Taiwan.227 Engineering had 2 different addresses: CAT’s LST, the Chung 118, had left Hong Kong for Sanya in November 49, then left Sanya in January 50,228 and since then docked at the port city of Kaohsiung on Taiwan, 185 miles south of Taipei. “Meanwhile, engineering personnel set up line maintenance at a former Japanese airstrip at Tainan, twenty-six miles away, and began the tedious job of preserving CAT’s numerous unemployed aircraft.”229 Finally, the entire fleet was registered at Dover, Delaware, in the United States since January 50. At that time, Hong Kong, Taipei, and Tainan were centers of activities, with their operational center and base at Taipei.

After retreating to Taiwan, CAT’s first real base outside this island was at Tachikawa Air Base near Tokyo, which was built up during the second half of 1950 in connection with Operation Booklift. “This operation under the command of FEAMCOM (Far East Air Materiel Command) contracted for CAT to fly cargo and personnel to all parts of Korea, distinguishing CAT as the only civilian airline flying for the military forces in this theatre of operations. In order for CAT to undertake this tremendous operation, it necessitated, moving personnel from Tainan, Formosa, to Tachikawa, Japan, a distance of 1610 miles. Making this long range jump was only the first problem; setting up an operational base at Tachikawa was the next. Joe Orlowski, Assistant Director of Operations, was sent to Japan to take charge of this job. According to Joe, large boxes were used as desks in the beginning, small ones used as chairs. Each man sent up in the advance group was not only carrying out his assigned job but also was attending to every other detail that was necessary to keep the planes flying.”230 Building up such a big operation also included building up a secondary maintenance facility in Japan so that the aircraft did not have to return to Tainan, and getting enough maintenance personnel. On 20 September 1950, Joe Rosbert, CAT’s Director of Operations, wrote: “With Operation Booklift, Engineering has the biggest of all department jobs. The most difficult problem is obtaining qualified personnel quickly enough. […] For the Booklift project all 25, 50, and 75 hour checks will be performed at Tachikawa. 100 hour checks and engine changes will be done at Tainan. We have four Crew Chiefs and eleven Chinese mechanics at Tachikawa.”231 On 22 October 50, CAT was ordered to send a detached operation of six planes with personnel to Ashiya in western Japan to shuttle supplies to Korea for about two

225 Memorandum, Meeting of Management Committee of CAT Incorporated, of 2-4 February 1955, in: UTD/CIA/B5F5.
227 Leary, Perilous missions, p. 100.
229 Leary, Perilous missions, p. 100.
weeks. On 24 October, CAT C-46 XT-840 arrived at Ashiya with Operations Manager Jim Stewart, Jim Tyler, Ark Lee, George Lee, H.J. Tseng, and James Holt. The following day, the 24-hour schedule was established. On 19 January 1951, Major General William H. Tunner, Commanding General, Combat Cargo Command, thanked CAT for their precious assistance and singled out CAT employee James R. Stewart, Operations Manager at Ashiya, for special commendation. Other CAT people who worked at Tachikawa during the Korean War without being flight crews included CAT Operations Manager J. McCann, meteorologist John K. Fogg who was also filling in as Operations Manager, CAT Chief Mechanic Ronald E. (“Doc”) Lewis, and Radio Operator P. H. Hsu. On 28 June 51, Brigadier General John P. Henebry, Commanding General of the 315th Air Division (Combat Cargo), sent another commendation to CAT, and he addressed it to James Tate, Manager. In mid-1952, during the preparations for Operation Tropic, “our chief of operations at Tachikawa Air Force Base, “Doc” Lewis, and an operations officer, James Stewart, also volunteered for the mission.”

For the time from 16 January 52 onwards, Tachikawa Station Monthly Reports are available, covering hours flown, maintenance, new buildings and housing, cooperation with the USAF including an Administrative Agreement, and updates of the Booklift contract. Initially, they were signed by James Tate as “Coordinator Booklift Operations” and sent to Joe Rosbert, Director of Operations, who had his office at Taipei. In July 52, the American employees of CAT Incorporated working at Tachikawa received the privileges of US military personnel: “Additional phases of the Administrative Agreement came into effect on 28 July [1952]. Following is a report of action taken by and effect upon personnel assigned to CAT Incorporated: 1) Military Payment Certificates – Use of this form of legal tender is restricted to American citizens. Non-American personnel are not allowed to possess nor to pay for services or commodities in MPC. 2) Post Exchange Facilities – Use of PXs are restricted to American personnel employed by CAT Incorporated. Non-Americans would automatically be excluded form use of PX facilities by the restriction on use of MPC. PX facilities include Snack Bar, Soft Drink Stands, Barber Shops, Watch Repair Shops, Photo Developing Service, etc.”

235 Leary, Perilous missions, p.119.
Since 3 June 52, these reports were sent to the Vice President and since 30 January 53 to the Regional Director. Since 3 March 53, James Tate signed them as “General Manager Japan/Korea” and sent them to the President. This was part of the strategy to separate CAT Incorporated from Civil Air Transport. The Tachikawa Station Monthly Report for February 53, the first to be signed by James Tate as “General Manager” and to be sent to the President states: “This past month normal activities of CAT Incorporated were overshadowed by the complete separation of our activities from Civil Air Transport. The managerial functions of Civil Air Transport as have existed in the past over this organization created serious questions in the minds of Japanese authorities in regard of our qualifications as a designated organization under Article XIV of the Administrative Agreement. In view of this fact, definite steps were taken by Mr. Cox and Mr. Willauer to cancel all previous contractual arrangements with Civil Air Transport, which should in effect remove the objections to the situation as it existed.” Apparently, there was even a separate (Area) Treasurer for Tachikawa operations:

On 1 August 52, the Tachikawa Station Monthly Report said: “At the direction of the Controller and coordinated with the DO’s office, Tachikawa is now submitting a budget comprising all of the activities of CAT Incorporated. The change in procedure has resulted in a tremendous amount of work, but through the splendid cooperation of Mr. McKenna the budget was submitted, and it is hoped that any differences which might arise will be ironed out to the satisfaction of all concerned.” For April 1953, the same Report said: “On April 16th [1953], Mr. D. W. Garber replaced Mr. J. H. McCann as Operations Manager at Tachikawa, and on April 13th, Mr. L. B. Herd replaced Mr. J. T. McKenna as Treasurer.” As it seems, especially CAT Incorporated people working at Tachikawa underlined their independence from the Taipei-based airline CAT. In the Tachikawa Report for March 53 sent to the President, we read: “Mr. Harry Cockrell, Director of Operations, Civil Air Transport and Mr. J. L. Orlowski, Regional Director of Civil Air Transport made a visit to Tachikawa Air Base on March 20th to coordinate details of the contractual arrangement between Civil Air Transport and CAT Incorporated.”

On 1 August 53, Var M. Green took office as “General Manager Japan/Korea”, and among the innovations he introduced for Tachikawa was an increase of the imprest fund from $20,000 to $30,000 that he convinced the Comptroller at Hong Kong to accept. But Var Green immediately added: “However, I feel this should be further increased to $40,000. Heretofore nearly every pay day has found us short making it necessary to juggle accounts or in some cases to borrow funds to meet the pay roll.” There were no prominent changes of personnel during his time as General Manager J/K: In October 53, Lindsey Herd was still the Fiscal representative at Tachikawa and Merrill Hulse still the local Supply Manager. In January 54, Ronald Lewis was mentioned as Aircraft Maintenance Manager and Assistant General Manager. On 1 May 54, Ronald E. (“Doc”) Lewis was promoted to “General Manager Japan/Korea” and Operations Manager David W. Garber became Assistant General Manager. Other CAT Incorporated officers left Tachikawa during the second half of 1954: Lindsey Herd went to Tokyo with CATCL in September and Merrill Hulse transferred to

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241 This means US military authorities operating in Japan, as the “Administrative Agreement” indicates.
243 DO = Director of Operations, Camille J. (“Joe”) Rosbert.
Taiwan the same month. Theodore (“Ted”) Matsis worked at Tachikawa Operations, until he took office at Tachikawa as the new Aircraft Maintenance Manager on 15 November 54.

In the early 1950ies, Civil Air Transport and then CATCL, that is the scheduled airline, had their own representatives in the Japan-Korea region, working at Tokyo. In 1950, CAT’s first Station Manager at Tokyo was C.K. Tseng, who became Regional Traffic and Sales Manager for Japan in 1952, Regional Traffic and Sales Manager for Taiwan in 1954, and CAT Director of Sales in 1958. But on top of the pyramid in Tokyo was the Area Manager (later renamed Regional Director) Var M. Green (first Area Manager in 1950), then Lew Burridge (Area Manager Japan-Korea area, around 1950 until 31 December 52), then Joe Orlowski (Regional Director of the Japan-Korea Region since 1 January 53), later Bill Ellsworth, then Regional Traffic & Sales Manager Moon Chen in 1951, then David Hickler, Jerry W. Gwin (Area Accountant Japan-Korea, January 51 to April 52), Administrative Assistant Ann Bagnell, and C.K. Tseng, Sales Manager Tokyo Area for the Tokyo offices. James Stewart was CAT’s representative at Iwakuni airport, and Choo S. Park was CAT’s business chief for Korea at Pusan. Other Civil Air Transport people working in Japan included “Doc” Lewis, who worked in the Tokyo office before taking over the Tachikawa operation, “Shig” Nakatsu (Fukuoka office), Joseph You (Kobe-Osaka area), John McCann (Operations Manager, Tokyo), John McKenzie (Operations), and Saul G. Marius (General Counsel Japanese registration in 1952).

Some of the main offices moved from Hong Kong to Taiwan by mid-April 1950, but not all of them. In 1951, CAT’s Station Manager at Hong Kong was Olive King. Conrad E. LaGueux, the CIA man responsible for “Third Force” overflight missions during the Korean War, also had his office at Hong Kong, as had CIA man Malcolm Rosholt. In August 53, the Company’s Comptroller was still at Hong Kong, and one of the reasons, why the CIA removed Alfred Cox from his position as President of CAT was “his resistance to an order from Headquarters to move the executive offices of CAT from Hong Kong to Taipei (p.207).” Lew Burridge was transferred to Hong Kong on 1 January 53 as Special Assistant to the President.

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257 He was no longer with CAT in March 57 (Eve Myers, “Taipei”, in: CAT Bulletin, vol. X, no.4, April 57, p.16).
259 Between 1954 and 1962, David Hickler was CAT’s Regional Director for Japan (see UTD/Hickler, biography at http://www.utdallas.edu/library/specialcollections/hac/cataam/cataapdf/Hickler.pdf).
263 Letter of 15 October 1952 to Var Green, in: UTD/Bisson/B5, microfilm reel no. 2.
265 Rosbert, The Pictorial History of Civil Air Transport, p.197
266 Leary, Manuscript, p.43, in: UTD/Leary/B19F1; Leary, Perilous missions, p.128; LaGueux was Al Cox’s deputy from fall 1949 to spring 1952 (“CAT and Covert Operations, 1951-1953”, p.4, in: UTD/Leary/B18F1).
Compared to Tachikawa and Hong Kong, CAT’s new operation centers in Saigon and Bangkok were very small at the beginning. “Frank L. Guberlet, CAT’s man in Saigon, had been in Indochina since February 1949. […] When the tin-lift started, Chennault sent Guberlet, one of CAT’s two French-speaking employees, to open a station at Haiphong. In June 1950, he moved to Saigon, making contacts in an attempt to drum up business. […] Guberlet’s first breakthrough came in December 1950, when he contracted with the United States Special Technical and Economic Mission (STEM) to airlift several tons of urgently needed medical supplies from Tokyo to Hanoi. The airlift went smoothly, but the problem of internal distribution remained. Robert Blum, chief of the CIA-connected STEM […] wanted to use CAT so that American aid would go directly to the people rather than through the French. […] Felix T. Smith and Max Springweiler arrived in Hanoi on Christmas morning to begin the operation. […] Early in the new year, Blum contracted with Guberlet for a C-47 to be permanently assigned to Saigon for STEM.”

For many years, CAT’s Saigon operation was limited to a single C-47. Even if this C-47 sometimes came up to Hanoi, the Squaw I and Squaw II operations of 1953 and 1954, when CAT pilots flew USAF C-119s painted in the colors of the French Air Force to support the beleaguered French troops, had nothing to do with CAT’s regular operations in Vietnam and were flown out of Gia Lam (east of Hanoi) and Cat Bi (near Haiphong). CAT’s man at Saigon at that time was James R. Kelly.

On 18 August 54, CAT’s Enos Kirkpatrick signed a new contract with the French at Saigon for Operation Cognac – the airlift of people from North Vietnam to South Vietnam under the terms of the Geneva Agreement. Operation Cognac began on 22 August 54 and lasted for two months until 4 October 54. CAT operations was at Hanoi, but was transferred to Haiphong, home of CAT’s local maintenance station, on 19 September 54. CAT’s Management representative was “Dutch” Brongersma, and A. V. Ozorio was in charge of Flight Operations. At that time, Var M. Green was CAT’s Regional Director Southeast Asia, but was stationed at Hong Kong.

CAT’s first contact with Bangkok was informal. On 7 February 51, several CAT C-46s and CAT C-47 XT-813 carried, from CIA stocks on Okinawa to Bangkok, weapons and ammunition that were destined for Kuomintang General Li Mi’s who planned to invade Red China’s Yunnan Province from his positions in Burma. While the C-46s returned to Okinawa, C-47 XT-813 was stationed at Bangkok to transport the weapons from Bangkok to Chiang Mai or Chiang Rai in Northern Thailand, where the Thai Border Police picked them up and delivered them to the general. Handling arrangements in Bangkok were made by Sherman B. Joost, head of the South East Asia Supply Co (SEA Supply), the CIA’s commercial cover organization at Bangkok. As SEA Supply’s primary task was supporting the CIA’s training program for the Thai Border Police at Lop Buri (S-15) – including airborne training for selected members –, CAT’s C-47 permanently assigned to Bangkok was apparently used for this airborne training and for dispatching police patrols to outlying areas of Thailand so that they could get some operational experience. After every 1,000 hours of operation, the C-47 would be flown to Tainan via Clark Air Base in the Philippines and Hong Kong. It is

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271 Leary, Perilous missions, pp.157 and 159.
272 For details, see my file: Working in Remote Countries within this e-book.
273 Leary, Perilous missions, p.181.
275 Leary, Perilous missions, p.192.
277 Leary, Perilous missions, pp.129/30.
known that CAT personnel involved included CAT’s Operations officer James R. Stewart\textsuperscript{280} and CAT’s Chief of Communications Roger Shreffler\textsuperscript{281} who flew to Thailand on 27 February 51.\textsuperscript{282} Apparently, CAT also established a small engineering department at Bangkok that could do some maintenance. During the following years, CAT always had one or two aircraft stationed at Bangkok in support of the Thai Police.\textsuperscript{283} In November 1951, CAT opened a once-weekly scheduled C-46 passenger flight to Bangkok.\textsuperscript{284} Known CAT personnel assigned to Bangkok included C.Y. Chu and Blackie Woods (Bangkok Operations) and J.V. Brown (Chief Mechanic, Bangkok).\textsuperscript{285}

In later years, CAT also brought back thousands of Kuomintang troops from Thailand to Taiwan in operation REPAT (Repatriation). The first phase was from 9 November to 8 December 53, using 8 CAT C-46s to bring home 1,925 troops and 335 dependents. The second phase was from 14 February to 20 March 54, again using CAT C-46s to bring home 2,962 troops and 513 dependents. In a third phase, CAT C-46s repatriated about 700 troops in May 54.\textsuperscript{286} At least for the first phase, we know the CAT people who organised the flights out of Lampang in Northern Thailand. They included CAT’s meteorologist John Fogg and many others: “Director of Operations, Capt. Harry Cockrell, was on hand at Lampang at the start of the lift, as were R. J. Aubrey, liaison officer between CAT and the UN Committee, William Wu, flight operator in charge of radio equipment, J. R. Fuster, crew chief, and Capt. “Dutch” Brongersma, flying the DC-3 liaison plane that CAT had to charter to keep the mission going.”\textsuperscript{287} At the same time, CAT’s regular Thailand operations continued with one C-47 chartered to SEA Supply and operated for the Thai Border Police. When this aircraft, B-811, crashed into the Gulf of Siam, in the Hua Hin area, on 20 October 1954,\textsuperscript{288} a decision was made by CAT to assign an American First Officer to the operation as an additional margin of safety. At that time, CAT’s Station Manager at Bangkok was Walt McCarthy.\textsuperscript{289}

D) The North Hollywood California Office: Purchasing

The problem of obtaining spare parts, engines and overhaul facilities goes back to the times of the old Civil Air Transport. After contacting several other US companies, CAT appointed Balfour Guthrie and Company of New York as purchasing agent on 10 December 1948.\textsuperscript{290} On 1 September 1950, CAT Incorporated signed a contract with Slick Airways of Burbank that Slick should act as CAT’s procurement agent in the US. The Slick purchase orders directed that goods and materials so purchased should be delivered to CAT-owned\textsuperscript{291} Aircraft Overseas Packing Service (AOPS) where everything was inspected by Slick representatives, packed and crated and delivered to Air-Sea Forwarders, a shipping agency

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\textsuperscript{281} Leary, Manuscript, p.42, in: UTD/Leary/B19F1.
\textsuperscript{282} Radiogram of 271000L, in: UTD/Rosbert/B2F1; for more details, see my file Working in Remote Countries within this e-book.
\textsuperscript{283} For more details, see my file Air America in Thailand within this e-book.
\textsuperscript{284} For more details, see my file CAT, Air Asia, Air America – the Company on Taiwan II: Scheduled and Civilian Charter Flights in this e-book.
\textsuperscript{285} Rosbert, The Pictorial History of Civil Air Transport, p.178.
\textsuperscript{286} For more details, see my file Working in Remote Countries within this e-book.
\textsuperscript{289} Dale D. Williamson, interview made by William M. Leary at Bellevue, WA, on 13 July 1987; Professor Leary’s notes are preserved at UTD/Leary/ I B14F6.
\textsuperscript{290} Leary, Manuscript, chap. I, p.65, in: UTD/Leary/B18F16.
\textsuperscript{291} CAT Incorporated had acquired AOPS in July 1952 (Leary, Manuscript, chap. IV, p.230, in: UTD/Leary/ B19F2).
under contract with Slick, for ware-housing, loading and transportation to Taiwan. As Slick had been the procurement agent of the defunct CNAC, they held C-54, C-46, and C-47 spare parts that were stored in a warehouse at San Carlos, CA near San Francisco. By San Francisco court decision, CATI acquired these spare parts. As Jim Brennan was not only a CATI executive, but also the Executive Vice President of CAT Incorporated, some cables exchanged with Corcoran were interpreted as a commitment to "purchase" the entire inventory, i.e. to transfer it from CATI to CAT Incorporated. The difficulties of the late months of 1950 and the commitment to purchase the San Carlos parts led Brennan and Willauer to the decision that CAT should establish a procurement and liaison office in California. So in March 1951, A. Robert Lee, head of CAT's Supply Division, established a provisional CAT Procurement and Liaison Office at Burbank, CA and made an inventory of the spare parts acquired from CATI. By a directive of 12 September 51, this provisional Burbank office became CAT's permanent Procurement Office-U.S., which was placed under the jurisdiction of the Supply Division of Tainan.

By the end of 1952, when the time for a new contract approached, Slick asked for a higher rate of commission on purchases, but they would have problems to procure spare parts for the new aircraft types in CAT's fleet like the DC-4, the PBY, the Goose or the B-17. In addition to that, the old method of procurement meant intrastate business in California, which, according to the State of California, was tax liable. So, to dispose of the CNAC/CATC spare parts, CATI established a new company called Aircraft Parts and Equipment Company (APECO), which Lee ran from his CAT office in Burbank. When Lee was ordered to return to Tainan under Hugh Grundy, he resigned effective 31 May 53. The former Chief Purchasing Agent of Slick, Roy J. Herold was willing to change to CAT and took office on 1 July 53. On 17 August 53, the Board of Directors decided that arrangements with AOPS were unsatisfactory and dissolved the company on 11 December 53. Henceforth, CAT Incorporated handled its own procurement and operated its own freight and inspecting service under the Burbank office, but closely monitored by the accounting office at Tainan.

On 31 August 1953, CAT Inc. informed the CAA of a change of address from 11823 Sherman Way, North Hollywood, CA to 7600 Clybourn Avenue, Sun Valley CA. A portrait of this office, called "CAT's 'Forgotten Post'", appeared in CAT Bulletin, vol. VIII, no. 5 of May 1955. "Lost somewhere in a U.S. west coast village called Burbank is CAT's least known post. The vast quantities of American made essentials consumed in CAT's Far-Flung Asian Operations flow smoothly to the 'Field' solely because of the efficiency of a small group assigned there. From paper-clips to propellers over the world's longest supply line without a hitch – this is the job they do with so little fuss that they are all but unknown. The group, headed by Mr. Roy Herold, are responsible for the location, purchasing, receiving, packaging and shipping of all supplies purchased in the United States." In 1955, the group included Roy L. Herold (U.S. Purchasing Representative), Harold Rotta (Shop Foreman), Charles Maxwell (Accountant), Fred Sheller (Plant Superintendent), Nicholas A. Petralia and Norman

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293 Leary, Manuscript, chap. III, pp.31-33, in: UTD/Leary/B19F1.
301 Charles L. Maxwell joined the Company's Procurement Office at Burbank, CA in 1953, but was transferred to Taipei in January 56 to work under the Treasurer-Controller (see the portrait of Charles Maxwell at CAT
Johnson (Buyers), as well as 7 clerks and secretaries and 4 packers and box-makers. In late 1956, the Burbank office was placed under Hugh Grundy as President of AACL and continued as the Company’s U.S. purchasing agency. Yet, for many years, APECO that is the company owning the ex CNAC/CATC spare parts, tried to become the primary source of purchase CAT’s Procurement Office – in vain.

(From top, counter-clockwise)
- Roy L. Herold, United States Purchasing Representative.
- Harold Rotta, Shop Foreman, busy at work.
- (l-r from top) Charles Maxwell, Accountant; Fred Sheller, Plant Superintendent; Nicholas A. Petralia, Buyer; and Norman Johnson, Buyer.
- Peppi and his Burbank fiancées: (l-r) Pauline Raner (File Clerk), Virginia Harsch (Accts. Payable Clerk), Lily Grant (Secretary), Dolores Kane (Jr. Accountant), Lillian Fah (Clerk-Typist), and Jane Mesick (Receptionist-Purchase Order Typist).
- (l-r) Fred Sheller, Alton Towe (Packer), Edgar Watters (Receiving Clerk), Harold Rotta (Shop Foreman), William Gallangher (Saw-man), Simon Luna (Box-maker), and Donald Benton (Packer).


III) The CAT- Asiatic Aeronautical complex (March 1955 – March 1959)

“One of the most important coups pulled off by General Chennault in the 1950s was the renewal of CAT’s franchise after the passage of a law by the Chinese Government which restricted ownership of airlines to Chinese nationals. Only through his negotiation with the topmost level could this have been accomplished. January 5, 1953, sees the signing by Colonel S.Y. Lai, Chief of the CAA of the Ministry of Communications and General Chennault, as Henry Yuan, Vice President for Chinese Affairs, looked on.”304 Already in July 52, the CIA’s Management Committee had proposed the creation of “a Chinese company having nominal indigenous participation.”305 Indeed, the renewal of CAT’s franchise was not the end of the story: On 30 May 53, a new Chinese Civil Aviation Code was enacted that did not allow foreigners or foreign companies to own aircraft or to operate air transport enterprises in China.306 So in 1953, the Taiwanese CAA refused to extend CAT’s operation rights. This point not only caused trouble to CAT’s Management at Taipei and Hong Kong, but also revived the perennial discussion inside the CIA whether the CAT should be retained as an Agency proprietary or not. After several months of discussion, the DCI himself, Allen Dulles, made known his decision on 8 January 54 that CAT should be retained.307

After that decision, CAT’s Management had to overcome the problems they had with the Chinese Government and to comply with Chinese legislation. So, after several months of intense discussions, on 14 September 54, CAT Inc. – considered by the Chinese to be a US company – proposed the foundation of two separate companies, Civil Air Transport Company Limited (CATCL) and Asiatic Aeronautical Company Limited (AACL). Asiatic Aeronautical was 99 percent owned by CAT Inc., i.e. a wholly American-owned and Tachikawa-based company, which would hold most of the company’s assets, and CATCL was owned 60 percent by private Chinese investors, whereas 40 percent of the shares were held by the Airdale Corporation. Asiatic Aeronautical was to function as a holding company and to take over the maintenance base at Tainan, while CATCL would operate air routes granted by the Chinese government. On 28 February 55, CAT Inc. transferred the Chinese airline services to Civil Air Transport Company Limited (CATCL), which had been formed on 20 January 55, and on 1 March 55, CAT Inc. officially transferred the ownership of all but 3 of the Chinese registered aircraft (acquired on 21 August 50) to Asiatic Aeronautical Company Limited, selling them to Asiatic Aeronautical (AACL) for one US Dollar per aircraft.308 The 3 aircraft not transferred to AACL were to be owned by and registered to CATCL – one of the conditions under which the Government of the Republic of China had approved the two-company structure.309 CAT Inc. continued to exist as the Tachikawa-based part of the complex responsible for most of the contract work and for covert missions.310 AACL also received all aircraft still held for resale and leased them to CATCL when required. CAT Inc. remained responsible for all contract and clandestine work.311

This last point is not mentioned in the description of the reorganization that appeared in CAT Bulletin, nor does this text say that the real owner of AACL was CAT Inc., hence the CIA. According to the official text, “on February 28th Company officials completed a reorganization of CAT to meet the requirements of pertinent laws of China, namely the Civil

304 Rosbert, The pictorial History of Civil Air Transport, p.149 (with a photo of the scene).
308 See the Bills of Sale photographed in: UTD/Bisson/B5, microfilm reel no.2
309 Leary, Perilous missions, p.206.
310 For details see my file CAT and Air America in Japan.
311 Leary, Perilous missions, pp.197-208; Robbins, Air America, p.66.
Aviation Code, the Company Law, and the Foreign Investment Statute, and the terms of the International Civil Aviation Organization. The two new Companies resulting from the reorganization commenced business on March 1st. This reorganization was successfully carried out with the full approval of the Government ministries concerned. The air transport business heretofore operated by Civil Air Transport, CAA-MOC, is succeeded by the newly incorporated Civil Air Transport Company Limited, and will as before embody scheduled and non-scheduled domestic services as well as international services by designation of the agencies concerned of the Chinese Government. Civil Air Transport Company Limited is a Chinese Company limited by shares incorporated under the Company Law. The major portion of the stock is held by Chinese private individuals, and a minor portion by American interests. The Chinese Government has made no investment in the Company. The majority of the Board of Directors is Chinese, as is the Chairman. Besides the registration certificate it holds as a company limited by shares, CATCL holds a civil air transport enterprise permit issued by the Ministry of Communications. In addition it holds air route licenses issued by the CAA for all domestic and international routes previously served by Civil Air Transport, CAA-MOC. The Asiatic Aeronautical Company Limited is also a Chinese company limited by shares incorporated under the Company Law and the Foreign Investment Statute with stock held by private American investors. General Chennault was elected Chairman of the Board. The terms of its incorporation certificate permit AACL to conduct commercial aviation business including aircraft maintenance activities. AACL will also assist CATCL in the execution of the airline operation. The capital structure of both new Companies was designed in line with modern principles of corporation financing. Although the registered capital in both cases was NTWs400,000, the actual capital assets invested in each company are considerably greater. The air fleet of the former CAT-CAA-MOC will continue to be used by CATCL in operation of its authorized routes. The Directors of CATCL are Dr. Wang Wen-san, General Chennault, Chu Yi-cheng, Chen Yen-chun, and Hugh L. Grundy. Dr. Wang was elected Chairman of the Board and Mr. Grundy was elected Managing Director. There were no major changes in personnel operating the airline and officials of both Companies stated that the public may rest assured of the continuance of the same efficient service and high safety standard which CAT has hitherto offered and also of the high quality maintenance work which has won international renown."

The new structure of a CAT-Asiatic Aeronautical-complex means that from 1955 onwards, this file will not only distinguish between the Boards and Committees meeting in the United States and the top management mostly working in the Far East, but also between the Boards of Directors of the 3 companies CAT Inc., AACL and CATCL and the top management of these 3 companies, whose “Field” head offices were at Taipei, although CAT Incorporated still had its real head office at Tachikawa, Japan, from where it flew under the Booklift contract using aircraft owned by AACL. Washington Office remained the Headquarters of CAT Incorporated and AACL and was also responsible for liaison with the CIA (“the owners”) and for exchanges of Company aircraft with other CIA-owned companies.

1) Boards and Committees

A) The Airdale / Pacific Corporation

On 7 October 57, the Airdale Corporation changed its name to become the The Pacific Corporation.\(^{315}\) As early as 1958, the original structure of the Airdale Corporation had been abandoned. In June 1958, The Pacific Corporation had a Board of Directors consisting of 5 people who, in part, also served as Officers. The Board of Directors of The Pacific Corporation then consisted of Samuel Walker (Chairman) as well as Admiral William A. Read, George A. Doole Jr, Arthur B. Richardson, and Robert G. Goelet as members. In June 1958, the Officers of The Pacific Corporation were George A. Doole Jr (who served as President and General Manager and as Treasurer-Controller) as well as Brackley Shaw (who served as Vice President and Secretary) and Jack Burke\(^{316}\) (who served as Vice President of the Pacific Corporation).\(^{317}\)

B) The Boards of Directors of CAT Incorporated and AACL

At least since 1957, if not since 1955, the Boards of Directors of CAT Incorporated and AACL held joint meetings, and the Minutes of these meetings were also submitted to the Executive Committee of CAT Incorporated and AACL. One such meeting of the Boards of Directors of CAT Incorporated and AACL was held on 18 November 57, and the Minutes of this meeting were approved by the Executive Committee of CAT Incorporated and AACL on 26 November 57 “for submission to the next meetings of these Boards of Directors.”\(^{318}\) In June 1958, the Boards of Directors of CAT Incorporated and Asiatic Aeronautical Co Ltd were composed of the same persons: Messrs. General Claire L. Chennault (Chairman), Samuel S. Walker (Vice Chairman), George A. Doole Jr (Vice Chairman) as well as James B. Ames, Robert G. Goelet, Hugh L. Grundy, Admiral William A. Read, Arthur B. Richardson, and Brackley Shaw as members.\(^{319}\) In reality, General Chennault had already left the Company at that time. In 1956, it was discovered that he had lung cancer, and the same year, he took his family back to the States, where they lived at Monroe, Louisiana, until the General died on 27 July 58.\(^{320}\) Since 16 December 1958, General Chennault was succeeded as Chairman of the Board of Directors by Admiral Felix B. Stump.\(^{321}\) As to the Boards of Directors of CAT Incorporated and AACL, we have separate meetings again in 1959. At the Meeting held at The Hanover Bank, New York, on 17 February 59, the Board of Directors of CAT Incorporated first noted a summarized version of the Minutes of Meetings of the Executive Committee held on 29 January and 10 February 59. Then, the Board of Directors of CAT Incorporated, comprising Admiral Felix B. Stump and Messrs. Doole, Richardson, Read, Goelet, Ames, and Shaw – Samuel S. Walker and Hugh L. Grundy were absent – prepared the change of name from CAT Incorporated to Air America Inc., resolving “that the Certificate of Incorporation of this Company be amended by striking out Article First thereof in its entirety, and by substituting in lieu thereof a new Article First to read as follows:

\(^{315}\) See Organizational chart of the Pacific Corporation, in: UTD/CIA/B1F10.

\(^{316}\) In 1957, Jack Burke was Assistant to the Vice Chairman of the Board of Directors of CAT Incorporated at Washington (Lillian Finnerty, “Hong Kong”, in: CAT Bulletin, vol. X, no.11, November 57, pp.14-5).


\(^{318}\) Minutes of Meeting of Executive Committee of CAT Incorporated and AACL of 26 November 57, in: UTD/CIA/B6F2.


\(^{321}\) Minutes of Meeting of Board of Directors of Air America Inc. of 20 June 72, in: UTD/CIA/B4F2.
C) The Executive Committee of CAT Inc. and Asiatic Aeronautical Co Ltd

As it seems, the greater number of companies to be controlled in the CAT complex did not automatically mean a greater number of committees. From 1955 onwards, we find a combined group first called “Management Committee of CAT Incorporated and AACL” and then “Executive Committee of CAT Incorporated and AACL” – apparently a continuation of the old “Executive Committee of the Board of Directors of CAT Incorporated”, as again, day-to-day business was discussed. As to the Management Committee, it can be assumed that one of the members of this group was Washington-resident CIA man and Vice Chairman of the Board George A. Doole Jr. Probably, CIA man Ward M. French was no longer part of this group, as he served as Secretary to the Board of Directors of CATCL that always met at Taipei. At its meeting of 29 June 1956, the Board of Directors of CAT Incorporated established an Executive Committee. This Committee was empowered, during the intervals between meetings of the Board of Directors to manage the day-to-day business of CAT Incorporated: George A. Doole Jr was the Chairman, and he was assisted by 3 members from the Board of Directors: Samuel S. Walker, William A. Read, and Brackley Shaw. In June 1958, we still have exactly the same members of the Executive Committees of CAT Inc. and AACL. The Minutes of the “Executive Committee of CAT Incorporated and AACL” were always signed by Washington attorney Brackley Shaw, but no members present or absent were mentioned. Items discussed by the Executive Committee included purchase and sale of aircraft, contracts, IATA and competitors, traffic rights, salary increases, financial reports, the signatories of Company accounts at banking facilities, personnel statistics, changes of personnel, insurances, and lawsuits.

D) The Board of Directors of Civil Air Transport Company Limited

“A meeting of the Board of Directors of Civil Air Transport Company Limited was held at 13 Wuchang Villa, Taipei, Taiwan, China, on 24 January 1955, at 11:30 a.m. Present were Messrs. Wang Wen-san, General Claire L. Chennault, Y. C. Chu, Y. C. Chen, and Hugh L. Grundy, constituting all of the Directors of the Company. Mr. George A. Doole, Jr., Supervisor of the Company was also in attendance at the meeting. Messrs. Henry Yuan, Arthur Yao, and Ward M. French and Charles F. Brown were present by invitation.” The meeting elected Wang Wen-san as Chairman, Hugh L. Grundy as Managing Director, Ward M. French as Secretary, and H. B. Newell as Treasurer-Controller. Other items discussed were the Company seal, a form of stock certificate, a depository of funds of CATCL, offices to be established, the intention to take over the lease of 7 CAA-owned C-46s and to lease 3

322 Minutes of Meeting of Board of Directors of CAT Incorporated of 17 February 59, in: UTD/CIA/B3F1.
323 Memorandum of Meeting of Management Committee of CAT Incorporated and AACL of 13 December 1955, in: UTD/CIA/B5F5.
324 Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 7 August 56, in: UTD/CIA/B11F2.
325 See Minutes of Meeting of Board of Directors of Air America Inc. of 17 January 61, in: UTD/CIA/B3F2.
329 Charles F. Brown was a Washington DC attorney sent in 1955 to assist CAT’s Legal Counsel Ward French in the preparation of documents dealing with the reorganization of the CAT-complex (Leary, Manuscript, chap. IV, p. 303, in: UTD/Leary/B19F2).
330 Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 24 January 55, in: UTD/CIA/B11F1.)
more C-46s from CAT Inc., financial matters, and technical support to be obtained from Asiatic Aeronautical Company Limited. Later meetings also took place at Taipei and were sometimes also attended by George Doole – initially as “Supervisor of the Company”, but later as one of the Directors. Items discussed included the exchange of C-46s between CATCL and AACL. Effective February 1955, there was also a Services Contract between CATCL and AACL that explains why four Officers of Air Asia Co Ltd – the Vice President-Operations AACL, the Vice President-Traffic & Sales AACL, the Vice President-General Affairs AACL, and the Treasurer-Controller AACL – also reported to the Board of Directors of CATCL. In June 1958, the Board of Directors of CATCL comprised Messrs. Wang Wen-san (Chairman of the Board) as well as Y. C. Chen, General Claire L. Chennault, Hugh L. Grundy and Henry Yuan as members, while George A. Doole, Jr was acting as “coordinator”.

331 Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 24 January 55, in: UTD/CIA/B11F1).
332 Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 3 April 56, in: UTD/CIA/B11F1).
333 For example in the Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 27 July 61, in: UTD/CIA/B11F3); this time, he was absent.
334 See Minutes of Meeting of Executive Committee of Air Asia Co Ltd of 27 December 61, in: UTD/CIA/B6F6.
335 The Services Contract was subject to many discussions from the Chinese side, and a modified version was finally approved by the Ministry of Communications at Taipei on 29 August 57 (Leary, Manuscript, chap. IV, pp. 307+312, in: UTD/Leary/B19F2).
336 Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 27 July 61, in: UTD/CIA/B11F3.
2) The Management

A) The Taipei Offices

The original CAT Head Office at 46 Chung Chang Road North, Taipei was a 3-floor building:

![CAT Head Office at 46, Chung Shan Road North, Taipei prior to 1958](image)

In February 1958, Eve Myers of Taipei’s CAT Office reported: “Great news this month is the move to CAT’s temporary annex, down the street to No.54. We’ll be there for four or five months until the fourth floor has been added to our permanent building. ‘We’ means the VPT&S and VPO offices and includes Sales, Traffic, Public-Relations-Advertising, Communications and Chief Pilot’s offices.”

![CAT Building at 46, Chung Shan Road North, Section 2, Taipei, in 1967](image)

In February 1958, Eve Myers of Taipei’s CAT Office reported: “Great news this month is the move to CAT’s temporary annex, down the street to No.54. We’ll be there for four or five months until the fourth floor has been added to our permanent building. ‘We’ means the VPT&S and VPO offices and includes Sales, Traffic, Public-Relations-Advertising, Communications and Chief Pilot’s offices.”

a) The President of CAT Incorporated: his Functions and his Staff

On 1 January 55, Hugh L. Grundy succeeded to Alfred T. Cox as President of Civil Air Transport.338 “When Hugh Grundy took over as President on 1 January 1955, the opposition from the field ceased. He fitted very well into the management control picture established by General Cabell and George Doole, being by nature a methodical individual given to recording all his activity (p.283).”339 “The corporate reorganization of CAT and the simultaneous removal of Cox as President afforded an excellent opportunity for Headquarters to get a tighter grip on the management in the field. ‘The objective’, says the official History, ‘was to create an air support vehicle, operated as a commercial airline on a self-sustaining basis, which could serve as the best possible cover for clandestine operations’ (p.214). It took a number of years to achieve this objective. By 1957, the airline was no longer subsidized by C.I.A.”340 “Following the corporate reorganization, the Director of C.I.A. issued in April of 1955 a directive entitled Agency Functions and Responsibilities for [CAT Incorporated]. Under this directive, Colonel L. K. White was made responsible to the Director for the administration and management of CAT. George Doole, as the overt Vice Chairman of the Board of Directors of CAT, was named as the Executive Agent of the Deputy Director for Support (DD/S) for carrying out the administration and management of CAT. A liaison man within C.I.A. was designated by the DD/S to carry out the necessary coordination within the Agency for Doole. This liaison officer was located within the Commercial Division but was directly responsible to Doole (p.285). Since Doole maintained a downtown office for overt purposes, a new position was created at C.I.A. Headquarters — that of Project Officer, who ‘was to be the leg man between Doole’s downtown office and the Agency’ (p.285). Thus, as the Official History states (285/6):”

CIA Responsibilities for CAT Incorporated, as quoted in the
Declassified Summary of Material from the History of Air America, from the Official “Secret” History prepared by the C.I.A., p.17
(in: UTD/Fink/B22F12)


CIA Responsibilities for CAT Incorporated, as quoted in the
Declassified Summary of Material from the History of Air America, from the Official
“Secret” History prepared by the C.I.A., pp.17-18
(in: UTD/Fink/B22F12)

Of course, there were some protests. In October 1956, General Chennault reported to Allen Dulles that he found dissatisfaction among department heads about this increased management of the airline from Washington. But the CIA probably preferred to listen to the reports of President Hugh Grundy and Chief Executive Officer George Doole on how well the organization had worked and how the management had been tightened. Another protest came from Joe Rosbert, who stressed that Cox had been removed unjustifiably and upon lies by Doole. However, if this removal had been done by the entire Board of Directors, Rosbert himself, who as Vice President and Assistant General Manager of CAT since January 1953 had been next in line after Cox, should have been promoted as President; the answer from the CIA was that this decision had been approved by Allen Dulles. Joe Rosbert continued to be Vice President and Assistant General Manager (VPAGM) and was assisted by K.L. Hsu (Assistant to VPAGM), still in early 1959, Secretary-Legal Counsel Ward M. French probably reported to Joe Rosbert, and so indirectly probably also Thomas E. Freeman (Assistant to Secretary-Legal Counsel Ward M. French in 1956).

During the March 1955 – March 1959 period, when Hugh Grundy was President and General Manager of CAT Incorporated, there were some promotions: On 1 April 56, Robert

342 Declassified Summary of Material from the History of Air America, from the Official “Secret” History prepared by the C.I.A., pp.18/9, in: UTD/Fink/B22F12.
E. Rousselot, who had been Chief Pilot since 1948 and Director of Operations since March 1954,\footnote{Leary, Perilous missions, p.189.} was elected Vice President Operations, and Allan Wueste, former Director Aircraft Maintenance Division, was elected Vice President Technical Services. David B. Gluskin, former Special Assistant to the Vice President Technical Services, became Special Assistant to the President, a position he still held in late 1957.\footnote{Jerry Shelton, “Tainan”, in: CAT Bulletin, vol. IX, no.5, May 1956, pp.4-5.} George D. Morrison was named Director, Supply Division, and Robert W. Hose was named Assistant Director, Supply Division.\footnote{(Anonymous), “New officers”, in: CAT Bulletin, vol. IX, no.5, May 1956, pp.4-5.} A new financial manager joined the CAT staff in January 56: Amos Hiatt, who had accepted a position as Deputy Treasurer-Controller of the Company.\footnote{Memorandum of Meeting of Management Committee of CAT Incorporated and AACL of 13 December 1955, in: UTD/CIA/B5F5; also see the portrait of Amos Hiatt in CAT Bulletin, vol. IX, no. 3, March 1956, p.11.} In 1957, Var Green was Regional Director for Southeast Asia and Enos C. Kirkpatrick was Assistant Regional Director for Southeast Asia.\footnote{Minutes of Meeting of Executive Committee of CAT Incorporated and AACL of 11 June 57, in: UTD/CIA/B6F2.} In January 58, Kirkpatrick became Director of Flying Contracts at Taipei.\footnote{Tape interview with E.C. Kirkpatrick conducted by Prof. William Leary, written summary in: UTD/Leary/B43F3.} In June 58, some more persons were also officers of CAT Incorporated,\footnote{Response to Congressional Request for Information on U.S. Government Payments, dated June 58, online at: http://www.foia.cia.gov/sites/default/files/document_conversions/1818029/195801.pdf .} that is Henry Yuan (Vice President), Clyde S. Carter (Secretary & Legal Counsel at Taipei since May 58;\footnote{UTD/Leary/B43F3.} his

\(\text{(CAT Bulletin, vol. IX, no.5, May 1956, pp.4-5)}\)

In June 58, some more persons were also officers of CAT Incorporated that is Henry Yuan (Vice President), Clyde S. Carter (Secretary & Legal Counsel at Taipei since May 58; his
predecessor Ward M. French had left for the States in April 58\textsuperscript{355}), and Mrs. Fern J. Hill (Assistant Secretary at Washington since at least February 1955).\textsuperscript{356}

b) The President of Asiatic Aeronautical Company Limited (AACL) and his staff

Of course, Allan Wueste continued to be Vice President Technical Services (VPTS, since 1 April 56\textsuperscript{357}) and the overall boss of Tainan’s maintenance base for many years to come. In 1957, Louis Gelle was Administrative Assistant to VPTS.\textsuperscript{358} It should be noted that Asiatic Aeronautical Company Limited (AACL) had two main functions: The official main function of AACL was aircraft maintenance. The Maintenance Division at Tainan was run by Allan Wueste and probably still included Marine, Construction, and Supply Departments, plus the Procurement Office at Burbank, CA.\textsuperscript{359} The other – less obvious – function of AACL was to assist the operating entities of the CAT-AACL complex, that is Tachikawa-based CAT Incorporated and the Taipei-based airline known as Civil Air Transport (legally known as CATCL). This function was the result of the Management Agreement or Services Contract between CATCL and AACL, which, effective February 1955,\textsuperscript{360} was to promote, manage and operate all aviation activities of CATCL.\textsuperscript{361} The following persons are known to have been officers of Asiatic Aeronautical Company Limited since 1955: Hugh L. Grundy (President), Camille J. Rosbert (Vice President & Assistant General Manager), Henry K. Yuan (Vice President-General Affairs).\textsuperscript{362} Alwin Lewis Burridge (Administrator, Traffic and Sales), and Harold B. Newell (Treasurer-Controller).\textsuperscript{363} In late 57, Sherman Chang became Assistant Secretary of AACL.\textsuperscript{364} Some more persons are known to have also been officers of AACL in June 58, that is Robert E. Rousselot (Vice President), Var M. Green (Vice President), Joseph L. Madison (Assistant Vice President), Amos Hiatt (Treasurer-Controller), Edgar L. Mitchell Jr (Assistant Treasurer, still in October 59\textsuperscript{365}), Clyde S. Carter (Secretary at Taipei since May 58)\textsuperscript{366} and Mrs. Fern J. Hill (Assistant Secretary at Washington since at least February 1955\textsuperscript{367}).\textsuperscript{368} All of them were probably most of the time – if not always – working for the airline.

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\textsuperscript{354} Clyde S. Carter was resident at Taipei from May 1958 to November 64 (Clyde S. Carter, Letter, in: \textit{Air America Log}, vol. XVII, no. 3, Sept. 2000, p. 3); see also: (Anonymous), “New Secretary-Legal Counsel”, in: \textit{CAT Bulletin}, vol. XI, no.6, June 58, p.5.


\textsuperscript{356} Minutes of Meeting of Board of Directors of CAT Incorporated, of 9 February 1955, in: UTD/CIA/B2F5.

\textsuperscript{357} Minutes of Meeting of Executive Committee of CAT Incorporated and AACL of 10 December 57, in: UTD/CIA/B6F2.


\textsuperscript{359} This was the reorganization introduced by Schildhauer in 1951 (Leary, Manuscript, chap. III, pp.79-80, in: UTD/Leary/B19F1).

\textsuperscript{360} See Minutes of Meeting of Executive Committee of Air Asia Co Ltd of 27 December 61, in: UTD/CIA/B6F6.

\textsuperscript{361} Leary, Manuscript, chap. IV, p. 304, in: UTD/Leary/B19F2.

\textsuperscript{362} In 1956, P.Y. Shu was the Assistant to the Vice President General Affairs (Anonymous, “Another * in the Crown”, in: \textit{CAT Bulletin}, vol. IX, no.10, October 1956, pp.12/3).

\textsuperscript{363} Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 7 August 56, in: UTD/CIA/B11F2.

\textsuperscript{364} Minutes of Meeting of Executive Committee of CAT Incorporated and AACL of 26 November 57, in: UTD/CIA/B6F2.


\textsuperscript{366} Clyde S. Carter was resident at Taipei from May 1958 to November 64 (Clyde S. Carter, Letter, in: \textit{Air America Log}, vol. XVII, no. 3, Sept. 2000, p. 3).

\textsuperscript{367} Minutes of Meeting of Board of Directors of CAT Incorporated, of 9 February 1955, in: UTD/CIA/B2F5.

\textsuperscript{368} Response to Congressional Request for Information on U.S. Government Payments, dated June 58, online at: \url{http://www.foia.cia.gov/sites/default/files/document_conversions/1818029/195801.pdf}.
People working at Tainan included Sigvard O. Larson (DMBAD, TNN – Director, Main Base Accounting Division, Tainan) since July/August 59, working together with Nancy Lee Tsai of MBAD, James E. Burkett (Chief of Aircraft Service Department in 1958, probably already in August 1957), William T. Sturgess (Manager Customer Service TNN in December 57), Director, Maintenance Contracts in 1958, George C. Stubbs (Manager Airline Service in January 58), Cliff Berg (Chief, Planning Department, Aircraft Maintenance Division, since 1 August 56 until 31 August 58), Ed McKernan (Chief of Planning since September 58), Stan Huster (Chief of Panning since in April 59), Eaqia Huang (Planning in August 57), Abe Rivero (Aircraft Maintenance in February 57, to the Philippines in June 58), Charley Cheng (Aircraft Maintenance), Mac McDougald (Aircraft Maintenance since March 57), Les Curley (Superintendent, Aircraft Maintenance TNN around July 58), Larry Curley (Manager of Contract Service since August 58), George D. Morrison (Director of Supply still in May 57 and in 1958), Robert W. Hose (Assistant Director, Supply Division), Dennis Markham (Airline Supply Dept. TNN around March 58), John Berry (Manager, Airfield Shops until October 57), Slim Lemmon (Acting Manager, Airfield Shops since October 57, Manager, Airfield Shops since August 58), R.H. Simpson (Chief of Stores Department in 1957), Murf Garrolld (Chief, LST), Frank Murphy (Inspection Dept. in August 57), Bill Brown (Inspection Dept. in September 57), John Haast (Production Control since October 57, still in May 58), John Mitchell (Crew Chief since August 57), Hans Schuette (Tainan Chief of Far East Procurement in October 57, to Assistant Chief, Far East Procurement, TPE since May 58), Bill Cagney

374 Minutes of Meeting of Executive Committee of CAT Incorporated and AACL of 28 October 58, in: UTD/CIA/B6F3.
(Assistant Chief, Far East Procurement, TPE in August 57,\textsuperscript{403} until May 58\textsuperscript{404}, S.C. Yang (Shipping and Receiving, Tainan, around June 58),\textsuperscript{405} Gene Verschauer (Security until December 56),\textsuperscript{406} Paul Fennig (Security since January 57),\textsuperscript{407} Bill Barrus (Chief of Security TNN since August 58),\textsuperscript{408} Kay Chen (Personnel),\textsuperscript{409} and C.C. Wang (Personnel TNN since May 57).\textsuperscript{410}

c) The President of CATCL and his staff

As could be seen from the Minutes of the Board of Directors, many people working in CATCL’s tops management positions were actually AACL people, and some of them also worked for CAT Incorporated. Effective February 1955, there was a Services Contract between CATCL and AACL,\textsuperscript{411} and this explains why several Officers of AACL also reported to the Board of Directors of CATCL.\textsuperscript{412} So who ran the airline from 1955 to 1959? On top was Hugh L. Grundy as President and Managing Director of the airline. Of course, David B. Gluskin was still Special Assistant to the President in late 1957.\textsuperscript{413} Since September 57, he was assisted by Loren J. Brentlinger, new Assistant to the President\textsuperscript{414} who still had that position in June 59,\textsuperscript{415} but left the Company in May/June 60.\textsuperscript{416} The President was also assisted by Camille J. Rosbert (Vice President & Assistant General Manager), Henry K. Yuan (Vice President-General Affairs), Alwin Lewis Burridge (Administrator, Traffic and Sales), and Harold B. Newell (Treasurer-Controller).\textsuperscript{417} On 1 April 56, Robert E. Rousselot became Vice President Operations.\textsuperscript{418} In January 58, the Board of Directors of CATCL officially elected Var M. Green as Vice President-Traffic and Sales of CATCL.\textsuperscript{419} All of these Air Asia Officers also reported to the Board of Directors of CATCL.\textsuperscript{420} In June 1958, some more people were considered to be officers of CATCL: Amos Hiatt (Treasurer-Controller), Clyde S. Carter (Secretary), and Sherman Chang (Assistant Secretary).\textsuperscript{421}


\textsuperscript{411} See Minutes of Meeting of Executive Committee of Air Asia Co Ltd of 27 December 61, in: UTD/CIA/B6f6.

\textsuperscript{412} Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 27 July 61, in: UTD/CIA/B11F3.


\textsuperscript{417} Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 7 August 56, in: UTD/CIA/B11F2.


\textsuperscript{419} Minutes of Meeting of Executive Committee of CAT Incorporated and AACL of 30 December 57, in: UTD/CIA/B6f2.

\textsuperscript{420} Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 27 July 61, in: UTD/CIA/B11F3.

d) Company business

During the second half of the 1950ies, there was little business for CAT Incorporated besides the Booklift operation – just support for the Indonesian anti-Sukarno rebels between February and May 1958, and some flights in support of the pro-Western forces in Laos in 1955 and then since 1957. For the covert flights that supported the Tibetan resistance since late 1957 did not use Company aircraft, but CIA and USAF equipment. This means that in the second half of the 1950ies, the Management personnel of Air Asia focused on the airline business of CATCL and not, as later in the late 1960ies, in supporting the war in IndoChina. So, the department structure of the Company was probably still the one that had been introduced by former Vice President and Assistant General Manager Clarence Schildhauer in 1951, but with new titles.

The Operations Division was headed by Bob Rousselot (Vice President Operations since 1 April 56) and included Operations, Chief Pilot, Meteorology, Communications and Ground Transportation Departments. Among the people who worked under Operations were Weldon D. Bigony (Chief Pilot as of 1956), Paul Holden (Chief Pilot as of 1956), E.F. (“Eddie”) Sims (Assistant Chief Pilot since 1 March 55, Chief Pilot since January 57), Sue Buol (Manager, Flight Service Department from 1 September 56 to June 57), Griffith Wang (Assistant Chief Meteorologist in 1956, still in March 58), Dave Garber (Chief of Flight Operations since 1 June 57, still in August 58), and Jim Boring (CGTD – Chief, Ground Transportation Division, since about 1950 and still in 1959).

All Traffic functions were placed under the Traffic and Sales Division, whose Director Moon Chen was responsible for the development of cargo, passenger and mail business on scheduled flights and for charter flight business. L.A. (“Tony”) da Costa was Director of Traffic, 1 September 56 to 1 July 57. In April 58, Jim Tate became Director of Traffic. In 1959, Pat Tsai was Assistant Director of Traffic. But the Traffic & Sales Division had several departments: Lew Burridge was Administrator, Traffic & Sales still in October 56. A.C. Yuan was Administrator, Traffic & Sales already in August 58. Max Springweiler, CAT’s Manager of Charter Sales in 1953, still had that position in late 1956, and was Manager of Agent and Interline Sales around March 58. Moon Chen was

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422 For details, see my file Working in remote countries, at the end.
423 For details, see my file Air America in Laos, II – military aid, Part I.
424 For details, see my file Missions to Tibet.
441 Lillian Finnerty, “Hong Kong”, in: CAT Bulletin, vol. XII, no.3/4, March/April 59, p.17
Director of Sales around June 58,447 C.K. Tseng was Interline Sales Manager in September 56,448 Director of Sales in August 58449 and still was DSD (Director Sales Division) in the spring of 1959.450 Lincoln Au was Administrative Assistant Director of Sales451 (still in May 58),452 Z.T. Lee was Manager, Rates & Tariffs in late 1956453 and MTCT in 1960,454 and Robert Chu was Passenger & Cargo Sales Manager.455 In 1959, Don C.H. Wong was Manager of Traffic Services Training.456 Around August 58, P.K. Mei was Assistant Sales Director,457 and he was still ADSD in June 59.458 In August 58, Jim Glerum joined the Traffic & Sales Division at Taipei.459 In early April 57, James W. Walker Jr took office at Taipei as newly elected Vice President Traffic & Sales,460 but accepted another position in the States in October 57.461 His successor as Vice President Traffic & Sales was Var M. Green in November 57.462

All Financial functions were placed under the Treasurer-Controller (Harold B. Newell, still in 56,463 Amos Hiatt already in June 58464). Among the people who worked with the Treasurer-Controller were the Deputy Treasurer-Controller (Amos Hiatt since January 56),465 the Internal Auditor (B. A. Engelhardt in late 1955,466 retired in April 57467, Lindsey B. Herd – Internal Auditor since October 57,468 still in December 59469), the DRAD – Director Revenue Accounting Division (Dick Barmon around 1959),470 and several Accountants: John Curry (Senior Accountant since late 56),471 John Hanlon since late 55,472 Charles L. Maxwell since January 56,473 Don Mellon since January 56,474 Sigvard O. Larson since July 58,475 still

463 Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 7 August 56, in: UTD/CIA/B11F2.

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in June 59,476 and Mably M. Ayres since 1959.477 Other people working under the Treasurer-Controller included: P. Shin (Revenue Accounting around June 58),478 C. L. Fu (Payroll Section around July 58),479 C.C. Giu (Payroll Section around 1959),480 W.M. Han (Assistant Tax Manager since the spring of 1959),481 Kwei Tu (Chief Cost Analyst since July 59),482 Y.Y. Hsu (in the T/C Office in 1959),483 and Thomas Wang (Chief Accountant, General Accounting Division, around December 59).484

Functions places in the Administration section included Personnel, Law, and Public Relations. The Administration section was probably headed by Joe Madison (Assistant Vice President), who met the new PRM at the airport.485 Known CAT people working here included: W.R. (“Mac”) MacCormick (Assistant Director of Personnel in 1956,486 Acting Personnel Director [ADP] in March 57,487 quit in June 57488), AVP Joe Madison (Acting Director of Personnel in May 57),489 William B. Arnold (Assistant Director of Personnel since 19 June 57,490 Director of Personnel since 1 October 58491), David R. Traylor (Assistant Director of Personnel since August 59),492 C.C. Sung (in Personnel in January 58,493 Employment Manager around July 58494), C.S. Chiang (Employment Manager, Personnel, since late 1960),495 M.T. Yeh (in Personnel Division around February 59),496 Z.K. Ma (Chief of Personnel and Assistant for Administration and Proceeding, Personnel, in late 1960),497 Ward M. French (Secretary-Legal Counsel, who had arrived at Taipei in March 54 to lead the Legal Department,498 still in January 58499), Thomas E. Freeman (Assistant to Secretary-Legal Counsel Ward M. French in 1956),500 Jerry Fink (Assistant Legal Counsel since April 57),501 Marvin L. Smith (transferred to the Legal Office in November/December 59),502 Marvin

Leary, Perilous missions, p.201.
Plake (still Public Relations Manager in 1956),

Joseph M. Brooks (Consultant, Public Relations, since June 57),
Jean H. DuBuque (took office as new Public Relations Manager – DPRA on 30 April 57),
Jackson Hank Pan (Assistant Editor of the Bulletin around July 58) left CAT on 31 December 58.

Functions placed under the General Affairs section, which was headed by Henry K. Yuan (Vice President-General Affairs), included communications and liaison with the Taiwanese Government and its authorities. In 1956, P.Y. Shu was the Assistant to the Vice President General Affairs, and in 1959, Robert T. Kiang was General Affairs Manager. As it seems, Security was also placed under the General Affairs section, with, among others, Dick Jones (Security Chief of the airliner in 1956), Kenneth Clayton (Director of Security in 1957, until 1960, when Don Rinker replaced him), John Alden (Assistant Director of Security), Lloyd F. Hoehn (Assistant Director of Security since September 57), and Kenneth Tang (Special Assistant to the Director of Security since late 1960).

In 1955, CAT’s airline business was particularly successful. “Civil Air Transport’s Revenue Operational Statistics for the twelve months ending December 31, 1955, released by President Hugh L. Grundy, disclose an Over-all Revenue Load Factor for the year of 73.58 percent, an increase of 16.8 percent over 1954. This Factor is based on the actual total weight of revenue passengers, cargo and mail, as compared with the maximum payload that the aircraft could have carried; it includes international and domestic schedules as well as charter and contract flights. [...] The year 1955 saw no repatriation contracts similar to those of 1954 in Southeast Asia. [...] The major contract for 1955 was the airdropping of 1,200 tons of rice into Northern Laos. [...] Any successful endeavor requires the cooperation of dozens of persons. CAT, in its successful 1955, was no exception. Therefore, without meaning to slight any of the people who contributed so much we particularly single out President Grundy, Administrator for Traffic & Sales, Lew Burridge, and Director of Sales, H. Moon Chen.”

Problems with Northwest

“One of the most significant episodes showing that CAT-Air America was merely an arm of the C.I.A. occurred in 1955-1956 in a confrontation with Northwest Airlines whose President, Donald Nyrop, had been Chairman of the Civil Aeronautics Board and ‘was fully witting of the true ownership and Agency interest in CAT’ [...] In June of 1955 CAT was

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509 Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 7 August 56, in: UTD/CIA/B11F2.
510 See, for example, the report made by VPGA Henry Yuan to the Board of Directors of CATCL (Minutes of Meeting of Board of Directors of Civil Air Transport Company Limited of 27 July 61, in: UTD/CIA/B11F3).
seeking CAB approval for a new route ‘China to Okinawa and beyond,’ which Northwest Airlines – a competitor for that route – strongly opposed. Nyrop bitterly attacked CAT as unfairly competitive, being a subsidized arm of the U.S. Government, whereas Northwest was trying to compete without Government subsidy. But Nyrop did not take this matter up with the President of CAT or with the corporate management of CAT; he took it up instead with the C.I.A. He had a meeting at the Agency Headquarters on 13 June 1955 with General Cabell, Colonel White, Lawrence Houston, George Doole, and Brackley Shaw and blasted CAT for offering cut rates, discounts, special flights, all inconsistent with the regulations and schedules of IATA, the international airline organization. He suggested that CAT join IATA, which would require CAT to raise its rates to equal IATA schedules […]. General Cabell admitted improper practices on the part of CAT and ordered an investigation into Nyrop’s charges. Hugh Grundy, the President of CAT, submitted to the Management Committee a report which substantiated Nyrop’s charges of lower rates and provision of more services. The Management Committee decided that affiliation with IATA, as suggested by Nyrop, should be accomplished as a means of correcting the problem. The lawyers (Houston and Shaw), in July of 1955, drew up a statement on competitive policy which would require CAT to be operated in a commercial manner, competitive with other carriers operating on the Far East; limitations were to be imposed on CAT’s aggressive selling of its services.

But Grundy disagreed. He wrote a refutation of Nyrop’s charges of unfair competition. A disagreement then arose within the Management Committee as to how the policy paper on competition should be implemented, and as a consequence nothing was done to revise CAT’s rate structure […]. This was costly. Months later the issue blew up again, in worse form. Northwest Airlines complained about CAT to IATA and made plans to file formal opposition to CAT’s application with the CAB. Nyrop was furious. For over a month, Colonel White and George Doole attempted to obtain a conference with Nyrop, finally succeeding in January of 1956. An angry Nyrop charged that C.I.A. had done nothing to carry out the corrective measures promised by General Cabell at the June 1955 meeting, and that CAT was engaged in a full-blown commercial operation, making life very difficult for Northwest which (unlike Pan American and others) was getting no government subsidy. Nyrop stated that he would not keep quiet at the forthcoming CAB meeting; he threatened to expose C.I.A.’s ownership of CAT publicly. Colonel White appealed to Nyrop not to do so, on the plea of national security, but Nyrop refused to commit himself […]. At the Agency there was consternation. The CAB hearing could not be allowed to go forward; a postponement was obtained. Recriminations within the Agency followed as to the reasons for not implementing General Cabell’s orders for corrective measures. George Doole blamed the delay on disagreements with the Management Committee, which enraged Colonel White. At a meeting of that Committee on 24 January 1956 he censured the Committee and lectured its members on their function which, he said, was to ‘take orders’ […]. General Cabell and Colonel White ‘ordered Grundy to cancel the Pan American interagency agreement in Seoul as soon as possible, to arrange for CAT to join IATA, and to insure that CAT was not overscheduling or otherwise violating the Agency’s competitive policies’ […]. This was done.\(^{520}\)

However, the problems went on, when CAT was awarded the MATS contract in March 56. Furiously, Nyrop protested, and Department of Defense cancelled the award and reopened the bidding. This time, Northwest was awarded the MATS contract. But soon thereafter, reports began to filter that MATS Far East personnel was dissatisfied with Northwest’s performance, and MATS proposed that CAT enter a bid. Then Northwest’s Taipei representative blurted out that CAT was owned by the CIA, and in May 56, Nyrop sent an unclassified letter to the DCI, proposing to manage CAT – 2 security breaches, as the CIA warned him. For some

\(^{520}\) Declassified Summary of Material from the History of Air America, from the Official “Secret” History prepared by the C.I.A., pp.20-23, in: UTD/Fink/B22F12.
months, peace reigned between the 2 companies, until Nyrop learned in December that CAT was to receive a DC-6B. CIA’s General Cabell acted as pacifier, and a cooperation was envisaged for the Taipei-Hong Kong route, to begin on 1 August 57. When this did not materialize due to political restrictions, competition continued to the advantage of Northwest, which already used DC-6Bs, Super Constellations, and DC-7s, when CAT still used unpressurized DC-4s on their scheduled services. So CAT had to modernize its fleet, but before ordering the Convair 880, Doole again tried to find an agreement with Nyrop – in vain, and so Nyrop’s complaints continued.521


In 1955, the Washington Office, who was still headed by CEO George A. Doole Jr, was still engaged in recruiting personnel. On 13 December 55, the Memorandum of Meeting of Management Committee of CAT Incorporated and AACL reports that “Mr. Robert Perry has been hired as an assistant to the Vice Chairman-DCA in the Washington office of CAT and has entered upon his duties. […] One or two possibly acceptable candidates for the station manager position vacancies have been interviewed in the Washington office but none has been hired as yet.”522 In December 57, the Washington Office was “seeking a shops manager for the LST, a manager of contract service, and accountant […], and a personnel director.”523

CAT people who worked at Washington in 1957 included Jack Burke (Assistant to the Vice Chairman of the Board in 1957),524 Vice President James W. Walker in October 57,525 Fern Hill526 (still in 1959),527 Mildred Watson528 (still in 1959),529 and Dolores Crane530.

C) Base and Station Management

As to CAT’s home base at Taipei, known personnel included: Donald Shen (Station Manager around 1959),531 Bob Aubry (Operations Manager, Taipei 1950,532 still in 1957),533 P.T. Liu (Operations),534 T.S. Ma (Chief, Flight Planning Section, Airport),535 J.C. Wang (Operations, around June 58),536 Charlie Chow (Traffic Manager, TPE in 1956),537 David (“Shorty”) Tam (Traffic TPE in 1956,538 transferred to Tokyo in June 57539, back at

522 Memorandum of Meeting of Management Committee of CAT Incorporated and AACL of 13 December 55, in: UTD/CIA/B5F5.
523 Minutes of Meeting of Executive Committee of CAT Incorporated and AACL of 10 December 57, in: UTD/CIA/B6F2.
Taipei by March 58, Assistant Traffic and Sales Manager in November 59, Y.C. Zing (Traffic around 1959), Henry Chu (Traffic around 1959), Y.H. Wang (Traffic in 1959), Andrew De Gherardi (Manager of Flight Service around March 58), William Sun (Assistant Sales Manager, Taipei in 1956, still in 1958), Johann Young (Taipei Sales Manager since late 56, became Traffic & Sales Manager in early 59), S.F. Huang (Sales around June 58), C.K. Chu (Sales in 1959), Charles Chang (Sales TPE in 1959), Y.C. Chiang (Supply in 1956/7), Ed Conway (Chief Mechanic TDY until June 56), George Stevens (TPE Chief Mechanic around 1958), Ted Matsis (Chief Mechanic TDY in May 58), Sidney Lee (Manager Ground Service), Robert Chu (Manager of Passenger and Cargo Service), A.S. Shen (Plant Maintenance TPE in 1959), C.K. Chen (Plant Maintenance TPE), and P.H. Yuan (Supervisor, CAT Security TPE around March 58).

Although Tainan was mainly home of AACL’s big maintenance base, it was also a CAT Station. In 1956, the Station Manager TNN was J.L. Huang in 1957, it was W.J. Huang who still held that position in October 59. For the AACL people working in the Maintenance base see above.

In the spring of 1955, Tachikawa was still the most important among the stations of CAT Incorporated, and “General Manager Japan / Korea” Ronald E. (“Doc”) Lewis – since January 56, he called himself “General Manager CAT Incorporated Japan” – continued to send his Monthly Reports from Tachikawa Station to the Office of the President. The reports were then called “CAT Incorporated Monthly Reports”. The items reported were the usual topics, i.e. contracts with and changes within the USAF, Japanese customs, hours flown, and news from the Departments of Personnel, Supply, and Aircraft Maintenance. David Garber left Tachikawa for the USA on 21 January 56. Other personnel at Tachikawa (1956-59) included Doug (“Snuffy”) Smith (Chief Pilot), John Berry (AMM – Aircraft Maintenance Manager), Ward Reimer and Al Wilcox (Crew Chiefs, Aircraft Maintenance).

566 Ward Reimer, Biographical report sent to Prof. William Leary on 30 August 84, at: UTD/Leary/B43F4.
Manager H. C. Wang departed on 15 March 1958.\textsuperscript{567} From November 56 onwards, “Doc” Lewis sent his Reports not to the President, but to the Executive Field Office (nominally located at Kadena). Usually, the main Report focused on contracts, and details about Operations, Personnel, Supply and Aircraft Maintenance were forwarded as attachments, but, unfortunately, these attachments are not available.\textsuperscript{568} The CAT Incorporated Monthly Reports for the period July-November 1956 were signed by Thomas G. Brown of the Office of the General Manager – Japan.\textsuperscript{569}

While Tachikawa Air Base near Tokyo was the home base of CAT Incorporated, Tokyo’s Haneda Airport was a very important Station for the airline CAT. Known personnel included Dave Hickler (CAT’s \textbf{Regional Director} Japan/Korea in 1956),\textsuperscript{570} Andrew de Gherardi (Manager of \textbf{Flight Service}, returned to Tokyo in October 56\textsuperscript{571} to the Regional Office),\textsuperscript{572} Enos C. Kirkpatrick (Acting Regional Director Japan/Korea in December 55),\textsuperscript{573} Dave Frehn (new \textbf{Operations} Manager, Tokyo in December 55,\textsuperscript{574} still there in late 1957\textsuperscript{575}), L.S. Yau (Operations in 1957),\textsuperscript{576} Yukio Takigawa (Tokyo \textbf{Sales} Supervisor in late 55),\textsuperscript{577} Joseph You (Tokyo Sales Manager in 1957\textsuperscript{578} and 1958\textsuperscript{579}), Kenji Kimura (Traffic Manager in 1956,\textsuperscript{580} to Security Chief Tokyo in June 56\textsuperscript{581}), Yashito Nishimura (Traffic),\textsuperscript{582} George Hatano (Traffic),\textsuperscript{583} David (“Shorty”) Tam (Traffic Manager Tokyo from June 57\textsuperscript{584} for some time), Francis Tong (Traffic Manager Tokyo around March 58),\textsuperscript{585} and Kotaro Shimidu (Traffic).\textsuperscript{586} The \textbf{financial} sector was headed by Lindsey Herd (“Treasurer” Japan-Korea Area in late 55),\textsuperscript{587} and included Nobuhisa Komatsu (Chief Accountant in 1956,\textsuperscript{588} still in 1959\textsuperscript{589}), Kazuo Hayoshi (Accountant in 1956,\textsuperscript{590} Regional Office and Traffic in April 58),\textsuperscript{591} Toshio Nakamoto (Assistant Accountant in 1956),\textsuperscript{592} Sammy Wu (Accounting,\textsuperscript{593} Paymaster in

\textsuperscript{567} Tachikawa Station Monthly Report for February 1958, in: UTD/Leary/B21F1.
\textsuperscript{568} Tachikawa Station Monthly Reports (“CAT Incorporated Monthly Reports”) for January 1956 to February 1958, all in: UTD/Leary/B21F1; CAT Incorporated Monthly Report for January 1959, in: UTD/Lewis/B1F9; unfortunately, no attachments to the reports are available.
\textsuperscript{569} CAT Incorporated Monthly Reports for July-November 1956, in: UTD/Leary/B21F1.
\textsuperscript{579} Lillian Finnerty, “Hong Kong”, in: CAT \textbf{Bulletin}, \textit{vol. XI, no. 6}, June 58, p.16.
1957, 594 Regional Office and Traffic in April 58, 595 and Tatsuo Inoue. 596 Also working at Tokyo were Rikako Sakuyama (Personnel in 1956/7), 597 Hiroshi Yagishita (Personnel Office), 598 S. Yamamoto and F.C Lee (Ground Transportation), 599 Hiromitsu Gotoh (Supply). 600 James Chang (Supply, around November 57, 601 to Assistant to Regional Director Japan & Korea around March 58), 602 Takeshi Yano (Supply around 1959), 603 Thomas L. Blakemore (CAT’s attorney at Tokyo), 604 and Secretary-Legal Counsel Kotaro Shimizu (Traffic). 605

Another CAT Station in Japan was Iwakuni, where Jimmy Stewart was Station Manager since 1952, but retired in May 57. 606 His successor as Station Manager Iwakuni became Gordon Nelson in May 57. 607 Also working at Iwakuni was Katsunori Komatsu (Supply). 608

In Korea, Seoul became a CAT Station in September 54. Until October 1956, David Garber was Station Manager at Seoul. 609 In October 56, his successor was Merrill Hulse, 610 who still had that position in 1959. 611 In the spring of 1959, Al Kindt from Manila became Acting Station Manager Seoul, when Hulse was on home leave. 612 Al Kindt returned to Manila in July 59, when Merrill Hulse returned to Seoul. 613 Also working at Seoul were Charlie Marques, 614 who quit in January 57, 615 V.T. Ramirez (Chief Mechanic), 616 D. L. D’Aquino (Traffic Manager since June 57, 617 who left in the spring of 1959), 618 C.B. Park (Traffic Services Representative since the spring of 1959), 619 C.K. Paik (Seoul Sales Representative), 620 Mr. Hong (Accountant in September 57), 621 and C.S. Park (Sales Supervisor in September 57). 622

On the way between Taipei and Japan was Naha Air Base, Okinawa. Naha was a CAT Station since 1952. James R. Kelly was transferred to Okinawa in May 1957 and became Station Manager. 624 In June 59, Gordie Nelson was Station Manager Naha (SZNHA). 625

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temporarily replaced by Thomas E. Freeman around November 59.\textsuperscript{626} In 1956, the Sales Manager Okinawa was Frank Yeh,\textsuperscript{627} who still had that position in 1959.\textsuperscript{628} Gordon Nelson was in Traffic in 1956,\textsuperscript{629} Shigeta (“Bill”) Oyasato was Traffic Supervisor at Okinawa in late 56,\textsuperscript{630} and in May 57,\textsuperscript{631} Bob Hiagon was Accountant around May 57.\textsuperscript{632} In November 57, Osamu Tagawa became the new Station Accountant,\textsuperscript{633} and Ling Chic became Accountant in May 58.\textsuperscript{634}

In the Philippines, Manila airport was served by CAT and Clark Air Base near Manila by CAT Incorporated since the early 1950ies. Apparently, Al Kindt was CAT’s Station Manager at Manila since 1950. Since April 1956, Andrew de Gherardi was CAT’s Acting Station Manager at Manila, while Manila Station Manager Al Kindt was on home leave in the US.\textsuperscript{635} De Gherardi returned to Tokyo in October 56.\textsuperscript{636} Al Kindt was again Station Manager Manila by December 57,\textsuperscript{637} but went temporarily to Seoul in the spring of 1959\textsuperscript{638} and returned to Manila at the end of July 59.\textsuperscript{639} In 1960, Reese T. Bradburn was Acting Station Manager at Manila (while Al Kindt was on home leave),\textsuperscript{640} but left for Saigon in September/October 60.\textsuperscript{641} Abe Rivero (Aircraft Maintenance) went to the Philippines in June 58.\textsuperscript{642} Marvin L. Smith was Assistant to Station Manager, Manila, around August 58,\textsuperscript{643} but was transferred to the Legal Office in November/December 59.\textsuperscript{644}

As to the Saigon Station, CAT’s role in Vietnam did not end with Operation Cognac in 1954, but a small operation always linked to the CIA’s Saigon Military Mission and to USOM/USAID remained in Saigon – with mostly one C-47 (in September 1956 it was B-827) and 4 people, including Al Pope and Clyde Bauer. In September 1956, James R. Kelly was still Station Manager\textsuperscript{645} at Saigon. In October 56, John McKenzie replaced Jim Kelly temporarily,\textsuperscript{646} but left Saigon on 18 December 56.\textsuperscript{647} On 17 December 56,\textsuperscript{648} David Garber, who had officially been appointed Station Manager Saigon already in October 56,\textsuperscript{649} took office at Saigon, but left Saigon already in May 57 to become Chief of Flight Operations (CFO) at Taipei.\textsuperscript{650} Clyde Bauer arrived on 25 December 56 for Sales Dept.,\textsuperscript{651} but became CAT Station Manager Saigon in May 57, when Dave Garber left to become CFO at Taipei.\textsuperscript{652}

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\textsuperscript{626} Rita Han, “Taipei”, in: \textit{CAT Bulletin}, vol. XII, no.11/12, Nov./Dec.59, pp. 12/3.
\textsuperscript{628} Lillian Finnerty, “Hong Kong”, in: \textit{CAT Bulletin}, vol. XII, no.3/4, March/April 59, p.17.
\textsuperscript{638} Mi-Ree Kim, “Seoul”, in: \textit{CAT Bulletin}, vol. XII, no.5/6, May/June 59, p.18.
\textsuperscript{641} Tita Dizon, “Manila”, in: \textit{CAT Bulletin}, vol. XII, no.9/10; September/October 60, p.17.

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Clyde Bauer was Station Manager at Saigon still in 1959. Dumas Dunn was Chief Accountant. K.L. Chau was Accountant, and Wen Fou Tcheou was Sales Supervisor. In May 58, Christian Frederick Jr became Assistant to the Sales Manager. C.L. Cheung was Flight Radio Operator until 7 March 57, when he was replaced by T.Y. Vun. One of the mechanics at Saigon in 1957/58 was Job Rejante. In January 1958, Dale Williamson replaced Al Pope in Saigon. Flying was an average of 120 hours a month, point-to-point for the USOM/USAID mission, with Chinese co-pilot and radio operator. On Tuesdays, there was a scheduled flight from Saigon to Phnom Penh, Bangkok, Vientiane, and Bangkok, returning the next day.

At Bangkok Station, CAT’s activities in Thailand remained more or less the same for several years, focussing on support to the Thai National Police. In 1956, as already in 1954, CAT’s Station Manager at Bangkok was Walt McCarthy, who, on 27 June 56, opened CAT’s new Bangkok Office at 46/48 Patpong Road. Attending the opening cocktail party on 27 June 56 were also several people from SEA Supply, including Frank Sherno, Hugh McCaffrey, and SEA Supply manager Walter Kuzmuk. On 7 September 56, Charles R. (“Chuck”) Peary became Station Manager Bangkok and still was in August 57. Apparently in late 1957, Bangkok’s Station Manager was called McKenzie. In April 59, the Station Manager Bangkok was still John D. McKenzie. Also in late 56, Bruno Braga became Traffic Manager at Bangkok. Thavach Misgasweti was Traffic Supervisor in late 58, and Allen K.H. Chao was Traffic Services Representative in 1959. Joseph You was Sales Manager BKK since Nov./Dec. 59, and Allen King-ho Chao was Sales Supervisor BKK in late 58. Mana Ibrahimm was ODBKK – Operations Dispatcher Bangkok in 1959. In late 58, the Chief Mechanic at Bangkok was J.V. Brown, temporarily replaced in late 58 by Acting Chief Mechanic Frank Canlas and also

660 Dale D. Williamson, interview made by William M. Leary at Bellevue, WA, on 13 July 1987; Professor Leary’s notes are preserved at UTD/Leary/B43F5.
661 Dale D. Williamson, interview made by William M. Leary at Bellevue, WA, on 13 July 1987; Professor Leary’s notes are preserved at UTD/Leary/B43F5.
665 John E. Lee, interview given to William M. Leary at Watkinsville, GA on 27 May 1987; Professor Leary’s notes of this interview are preserved at UTD/Leary/B46F10.
666 Memo no. SZBKK-261/59 of 25 April 59, re contracts, signed by McKenzie, in: UTD/Bisson/B5, microfilm reel no. 2.
by mechanic Manuel De Guzman.\textsuperscript{677} The CAT Accountant at Bangkok in late 58 was Arthid Prasarthvanakitch.\textsuperscript{678} In February 1957, CAT had a one-plane (C-47 B-815) operation in Thailand that was assigned to two contracts, one with PEO (believed to have been no. 57-60 with USOM Laos) and one with SEA Supply for the Border Police.

Since 1 July 57, there was a new CAT station also at Vientiane. The man in charge was Bruce Blevins, the pilot who had ferried there C-47 B-817 the day before. “Blevins did a bit of everything. In addition to flying, he was in charge of the crew house and acted as Station Manager. He would communicate daily with Taipei via the aircraft’s CW, reporting flying time and activities. He also wrote monthly reports that Rousselot passed around. Despite the paperwork, he received only his regular pilot’s pay. At Blevins’ suggestion, the CAT markings were removed from B-817 at the first servicing.”\textsuperscript{679} In April 58, Job Rejante, mechanic from Saigon, was TDY at Vientiane.\textsuperscript{680}

A portrait of CAT’s Hong Kong Station appeared in the CAT Bulletin issue of February 1956. At that time, CAT had five addresses at Hong Kong: The 6th floor of the Great China House, 8-8A Queen’s Road Central, was home of CAT’s Regional Office for Southeast Asia. CAT people working at the Great China House included Var M. Green (RDSEA, who became VPT&S in October 57),\textsuperscript{681} Jim Tate (Assistant Regional Director SEA until June 58), and Enos Kirkpatrick (Assistant RDSEA and Charter Manager in 1956, \textsuperscript{682}Acting RDSEA in May 57, \textsuperscript{684}and moved to Taipei in January 58).\textsuperscript{685} Other residents at the Great China House were the Special Assistant to the President (John Mason, SA/P), the Security Chief (Paul R. Fennig, CSY/HKG until December 56\textsuperscript{686}) and his staff,\textsuperscript{687} the Personnel Representative (S.N. Dunn\textsuperscript{688}) and his staff (including W.S. Liu around April 58\textsuperscript{689}), CAT’s Area Accounting (Sam Tweedie, Area Accountant\textsuperscript{690} who retired in 1959\textsuperscript{691}) and his staff (Danny Yang, Area Accountant in June 57\textsuperscript{692}, P.J. Huang, Accounting in December 57,\textsuperscript{693} Raymond Chuck, Payroll around July 58\textsuperscript{694}, and Albert Hwang, American Paymaster around 1959),\textsuperscript{695} as well as the Advertising Manager (Bill Wright in 1957)\textsuperscript{696} with his photographer.


\textsuperscript{679} Interview conducted with Bruce Blevins by Prof. William Leary at Elliston, MT on 11 July 1987, written summary at: UTD/Leary/B43F2.


\textsuperscript{688} In 1959, S.N. Dunn was Hong Kong Personnel Manager (Lillian Finnerty, “Hong Kong”, in: CAT Bulletin, vol. XII, no.1/2, January/February 59, p.10).


\textsuperscript{691} Rita Han, “Taipei”, in: CAT Bulletin, vol. XII, no.5/6, May/June 59, pp.16/7.


(Paul Tay, who left in August 58\textsuperscript{697}). At the Peninsula Hotel, Hong Kong, was the Sales Office (Stanley Wang,\textsuperscript{698} Olive King,\textsuperscript{699} Sally Chen,\textsuperscript{700} Gary Wang – Assistant Sales Manager in April 58,\textsuperscript{701} Traffic & Sales Manager in December 59\textsuperscript{702}), and another booking office was at 17, Chater Road. At Kai Tak Airport. CAT’s Traffic Team (led by P.K. Yuan\textsuperscript{703}, still in June 59\textsuperscript{704}) was working at the Airport Terminal Building, as was Operations Manager John (“Mac”) McCann (replaced by Acting Operations Manager Enos Kirkpatrick in June 1956,\textsuperscript{705})

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still in 1958). In late 1958, Jim Glerum was Acting OM at Hong Kong\textsuperscript{706}, then Operations Manager HKG around May 1959\textsuperscript{707} and Assistant Station Manager HKG around October 59\textsuperscript{708} and still in December 60.\textsuperscript{709} The OM and his team was handling flights from the Airport

\textsuperscript{697} Lillian Finnerty, “Hong Kong”, in: CAT Bulletin, vol. XI, no.8, August 58, p.17.
\textsuperscript{698} In 1959, Stanley Wang was Sales Manager HKG (Lillian Finnerty, “Hong Kong”, in: CAT Bulletin, vol. XII, no.3/4, March/April 59, p.17).
\textsuperscript{701} Lillian Finnerty, “Hong Kong”, in: CAT Bulletin, vol. XI, no.4, April 58, p.17.
\textsuperscript{702} Emily Wei, “Hong Kong”, in: CAT Bulletin, vol. XII, no.11/12, Nov./Dec. 59, p.15.
Control Building. **Chief Mechanic** Karl Soo and his team was handling aircraft service, while CAT’s Message Center and **Supply** Dept.\(^{710}\) were located at *Holt’s Wharf Godown*.\(^{711}\) In August 57, Eva Kiang was in **Communications** Dept. HKG.\(^{712}\) Also around March 58, C. Y. Wong was Acting Chief of Communications.\(^{713}\)

In April 1958, the Hong Kong Station Office moved from the *Great China House* to the East Wing of the *Peninsula Hotel* on the Kowloon side. In March 58, Bill Wright was appointed Hong Kong **Station Manager**.\(^{714}\) On 10 April 58, Vice President Sales & Traffic Var M. Green and Station Manager Bill Wright acted as hosts for a cocktail party organized to celebrate the opening of the new Hong Kong Station Office.\(^{715}\)

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\(^{710}\) Francis Young was in Supply HKG until early 59 (Lillian Finnerty, “Hong Kong”, in: *CAT Bulletin*, vol. XII, no.3/4, March/April 59, p.17).


\(^{713}\) Lillian Finnerty, “Hong Kong”, in: *CAT Bulletin*, vol. XI, no.3, March 58, p.16.
