

Linda Cavalluzzo: Well, good morning, everybody. This is an exciting day for us. It's been in the planning for several months. There's actually several people I'd like to thank for their help for getting this going. First, I'm Linda Cavalluzzo. I'm the vice president for the Resource Analysis division here. The first people I'd like to thank are Mr. Robert Murray, who's our CEO, and Dr. Katherine McGrady, who's our COO here at CNA. They gave me support through all of this. They were all excited when I brought the idea to them. We have to thank them for funding this event for us.

I also want to thank folks who helped organize the program and helped me develop it: Aline Quester, Chris Jehn, Dave Kassing, Curt Gilroy, and the person who turned this vision into a reality is actually Bernadette Noble. I don't know if she's in the room, but for those of you who know Bernie, she made it happen. There she is in the back.

Finally, I just want to make you aware, there's a possibility of press in the room. We are going to record the conference so think about what you say. If you have comments, to get a good recording we're going to ask you to use a microphone. That's about it. Now I'd like to introduce you to the Honorable Robert Murray.

Robert Murray: Well, good morning again. Thank you, Linda. Welcome to CNA and to this event honoring Walter Oi, a great analyst and a good friend to CNA. He's sent a lot of people our way—good, talented analysts. I should introduce Marjorie Oi, Walter's wife and widow, and his daughters, Jessica and Eleanor, are there with us also. Thank you for being here.

It's a requirement for CNA analysts to give their firstborn to CNA. Out of the spirit of the AVF perhaps, but it cuts our recruiting costs. Walter and Marjorie had no obligation to do that, but we did get their firstborn, Jessica, who is one of CNA's stars now. We're very grateful to you, Marjorie, and to Walter, and to Jessica for choosing CNA. You're in our new headquarters building. I hope you like it. We did a lot of planning for this and you are among our first guests, so I hope you are comfortable and that you have a good, useful day here.

Although military volunteers were always wanted by the armed forces for fighting our wars, conscription in various forms existed from the Revolutionary War through the Vietnam War. Many of us—well, some of us here today at least—lived through the Vietnam years and are aware of how unfair conscription was at the time for many people.

We are also aware of how much harm that war did to the professionalism of the armed forces, especially the Army. There were many opinions about conscription in those days, but it was Walter Oi who brought analysis to that question and to the debate. It was that contribution of Walter's that we particularly honor here today.

Walter's use of data and analysis convinced then—presidential candidate Richard Nixon that the United States could afford to eliminate underpaid conscripts and instead pay fairly those who volunteered to serve in the armed forces. Shortly after his election, Mr. Nixon established the commission known as the Gates Commission, named after President Eisenhower's last Secretary of Defense, Thomas Gates.

Under the Commission, there were analytical staff. Walter was the leader of one of the four groups. A former president of CNA, David Kassing, was the leader of another of those groups, and he can tell me whether I'm right or not, but I think we had 12 CNA analysts on the staff, some of whom are here today, including David Kassing.

There are, in addition to the few distinguished members of that staff who are here today, a number who couldn't be here. A number of people involved with the Commission and who knew Walter well are not here. Among them are Melvin Laird and Alan Greenspan and Steve Herbits. They each wrote notes, however, found in your program, talking about Walter's splendid and essential contributions to the forming of the AVF.

Well, I myself had nothing to do with forming the AVF. I was, however, Special Assistant to the Secretary and Deputy Secretary of Defense and then the Deputy Assistant Secretary for Manpower and Reserve Affairs. One of the things I got to do was help implement the AVF. One of the

things I did, among other things, was to go around the headquarters in Europe and talk to the commanders about a new strategy—greater reliance on conventional forces—that the Secretary of Defense wanted to implement.

When I got to Europe I spoke to General Mike Davidson, who was the Army commander. I started talking to him about fighting the Soviets, conventional defense, changing the strategy. He said, “Murray, Murray, slow down.” He said, “I don’t think about fighting the Soviets 15 minutes a day.” Yeah. He said, “You should think of me as the mayor of a troubled urban city.” He said, “I’m dealing with druggies, fraggings, and race riots. Go look around my units, and then come back and we’ll talk.”

So I did. It was a very depressing sight. It was a very depressing sight. There were places I wanted to go in one barracks, and my escort officer said to me, “No, sir. Officers don’t go in that barracks after dark.” I said, “You’re kidding me.” He said, “No, sir. We’re not going in that barracks.”

We never did go in those barracks, but it looked like a New York town. Guys hanging out the windows, smoking little brown cigarettes, spitting, yelling at each other. Very depressing sight. Fast forward 10 years, to the AVF where drugs are not eliminated, but they’re nowhere near a problem as they were. Race riots aren’t happening. Fraggings aren’t happening. When you looked at the U.S. Army by the mid-1980s, it was a wholly different Army, a wholly different place, highly professional. It couldn’t have happened without the AVF. Other things helped as well, but the AVF was so important.

We have now a very high-quality armed forces, and the AVF was key to the change in our armed forces. I look forward to our conversations today. I thank you for coming here. I particularly thank our speakers for coming, and analysts for coming and being with us, leading us in the discussion today. I welcome you all to CNA.

Now, it’s my honor to ask Marjorie Oi to come to the podium.

Marjorie Oi: Walter and I were married in January of 1969. Our marriage began with the Gates Commission and Walter's work on the draft. I have a quote from an article he wrote; this is just one sentence from an article called "A View from the Midway": "I was getting married to Marjorie Robbins while simultaneously estimating the supply price needed to attract sufficient numbers of recruits, projecting manpower requirements and turnover rates in an all-volunteer force, and analyzing the optimal mixes of reserves and civilians to support the uniformed forces." We did get married. The Gates Commission was established. It voted to end the draft.

Bill Meckling was very proud that the Commission report came in on time and under budget. He was also very relieved that Walter's seeing-eye dog Genie did not growl at President Nixon when the final report went in.

Walter would have been so honored by this conference. He was committed to the success of the AVF. He never stopped supporting it. His last professional effort was an attempt to do a paper on the AVF at the Western meetings, and unfortunately advancing dementia prevented him from finishing it. But he really cared.

On behalf of Walter, I want to thank CNA for establishing this conference. To Linda, for all of her work on it. To Bernie, for keeping the trains running and all the balls in the air while she's juggling. Also, to the organizing committee: Aline and Curt and Chris and Dave.

If I can make a brief attempt to speak for Walter, I think he'd also like me to recognize all of you who have contributed to the research of the Gates Commission and expanded it and extended it in so many ways and to so many areas that couldn't even have been thought of at the time they were doing the study.

It also wouldn't have succeeded without the civilian employees of the Defense Department. They kept the AVF viable through, I think it's eight administrations. I'm not even going to try to count the Congresses. I've heard that running an academic department is like herding cats. I think

this might be akin to that, only the cats have much bigger claws and much sharper teeth.

Then, lastly but most important, there are the men and the women who have volunteered to serve. Walter would want me to recognize and thank them. We were here in Washington, D.C., on September 11th, for a meeting that Walter was attending. Those of you who were here that day will remember all of the chaos and confusion. No one knew what was happening. There were constant rumors of bombings. It was a very frightening and confusing time. But we were driving along 395 going back to Jessica's condo in Arlington, and as we passed the Pentagon there was already a soldier on duty on that overpass on guard against the next attack. I don't have the words to adequately describe the courage and commitment to mission of that soldier to be standing there silhouetted against the sky and the fire at the Pentagon. Vulnerable to attack, not knowing where the next attack would come from or, at that point, even the name and face of the enemy. But to all of you, the men and women who have volunteered to stand on that overpass and in so many other places, thank you.