

# A Fallen Giant:

## Remembering an Icon of the

For those who have had the experience of entering an “old growth” stand of sequoias, you immediately knew you were in the presence of giants. You tended to look up in awe, and to speak in reverent tones about your surroundings. One could also use that as a good analogy for those who led the early days of military operational analysis.

But, inevitably, as time moved on in our profession, many of those giants, like the sequoias, began to fall away, and the “second generation growth” began to take over. However, that second generation knows that there are still a few giants remaining, even if now they tend to sit a bit more quietly among us. But, the thing is, when a giant falls, as with a sequoia, it does not go quietly. The news of his demise reverberates through the second generation growth, and the second generation growth ensures that ensuing generations know the significance of the loss that has just taken place.

And that is the purpose of this tribute. A giant has fallen! Fellow of the Society Eugene Visco died on April 15, 2019, in Florida.

The timing of Gene’s death is such that this tribute will be published

just as the Society gathers in Colorado Springs for our 87th MORS Symposium. The irony is that Gene would have been honored at the

be posthumous. But to understand why Gene merited the honor while still alive, we need to look at his remarkable career.

Writing a tribute to a man whose career spanned eight decades could be a daunting task, if it were not for one of Gene’s key contributions to the Army and to MORS via the oral history program. But more on that later. In 2001, Gene’s own story was published in the Society’s journal, *Military Operations Research*, and we now present some highlights here.

### The Early Years— Shaped by World War II and Korea

Perhaps like the sequoia, Gene’s defense career had a rather humble beginning. Born in Boston in 1927, Gene enlisted in the Navy in 1944 at the age of 17, finishing high school just before he went in. Having joined the Navy toward the end of World War II, he trained as gunner and ordnanceman for Martin Mariner long-range amphibious bombers. He was sent to the Pacific, but by the time he finished training, the war was over, and he was relegated to shore duty in Hawaii and in the Philippines. He seemed to enjoy talking about his time as part of a “beaching crew” on Oahu, where his job was to watch for returning patrol seaplanes, then swim out with lines used to help beach the aircraft. You could see that he enjoyed

Symposium in any event, for a new MORS annual award in Gene’s name is to be revealed at the Symposium plenary. Now, many of us second generation know that Gene was both humble and had a good sense of humor, but we have to assume at this point that he did not die just so that the reveal of the Visco Award would



# Gene Visco, FS

## e Profession and the Society

noting the tanned, buff body that he had at the time! But beyond that, he credits that period as his first education in military tradition and operations that ultimately became useful later in his analyst's career.

After two years of military service, he returned to the US, where he enrolled at the University of Miami in Florida

in 1946, graduating with a degree in math and physics in 1950. Awaiting his next professional opportunity, he volunteered in a community recreation program, where he exercised some drama skills he had developed by coaching youth in amateur acting.

This skill caught the attention of a retired general who hired him at the Riverside Military School to teach

physics and public speaking, and to coach drama. Ever willing to learn, Gene reported taking education courses to help his effort, but ultimately learned that lesson planning was not a strong suit for him.

So, at the beginning of the Korean War period, when the government offered him a GS-5 job at Dugway

### From the ISMOR Organizing Committee

Gene first attended 6 ISMOR (1989). He attended all subsequent symposia from the eighth ISMOR on. So, in total, Gene attended 29 ISMORs—certainly far more than anyone else. He played a central role for many years in coordinating US participation, from publicity through to collating and reviewing the US papers. In the earlier years, up to a third of participants were Americans and that was key to the character and success of ISMOR; Gene was fundamental to that. Of course, he also made a significant personal analytical contribution through his own research, which he presented. He was a strong advocate of linking MORS with ISMOR. Last but not least, he brought his own singular personality to ISMOR, of which we're sure others will have "Gene stories" to relate. After the Wednesday outings to Oxford ceased, most of the second-hand bookshops closed and the pubs must have found it touch and go, too, all due to Gene's no longer being able to patronize either. Our planning conference calls that Gene participated in during what were the very early hours in Florida were never the same after he described sitting there by the phone wearing his pajamas.

Gene was a gentleman and a diplomat, loved and respected by all. A tremendous character, Gene was both guiding light and calming influence through turbulent times. Gene extended warmth and unwavering support to the UK analytical community. His contribution to the special relationship between the US and UK is unsurpassed. Gene will be greatly missed.





Proving ground, he took the offer, and headed into the world of chemical ordnance testing. More personal growth there ensued, when, around 1955, through a study being conducted at Dugway, he met the esteemed Dr. Ellis Johnson, Director of the Operations Research Office (ORO) affiliated with Johns Hopkins University, which was on dedicated contract to perform analysis for the Army.

### **The Cold War and Vietnam— The Operations Analyst Emerges**

Impressed by Gene's capabilities, Dr. Johnson invited him to apply, and Gene subsequently joined ORO in the Fall of 1956. It was at this point that Gene first became an operations analyst, the same title shared by all ORO staff, regardless of their trained discipline. During this period, Gene reported being part of a large chemical study, and also working on developing the Train Fire system of random pop-up targets that the Army still uses in small arms training. For him, memorable events included a re-creation of Picket's Charge at Gettysburg to

understand the demands of such an operation and use of a model named "Carmonette" to support one of the earliest cost-effectiveness studies on the emerging M1 tank.

In 1961, the Research Analysis Corporation (RAC) replaced ORO on contract for Army analysis, and Gene moved over to RAC, taking over lead of cost-effectiveness analysis. Looking for added challenge, he next volunteered to join RAC's first field office in Germany. There, he set about learning what the issues were that US forces were facing in Germany and was also drawn into the Secretary of Defense-mandated rotary wing aircraft study for the Army, actually spending the summer of 1962 supporting the "Howze Board" in integrating the results being generated from various sources. Interestingly, upon return to Germany, Gene reports in his oral history, he briefed the theatre commander on the rotary wing study and what was planned next, only to be told by the commander that he did not care what the results might be, because he knew how he planned to use rotary wing aircraft in his theatre,

and no study result was going to change his mind. Wisely, Gene and his colleagues decided to invest their efforts in studying logistics.

Another passion Gene developed in Europe was the gathering of field data to support analysis. With the blessing of Creighton Abrams, he crisscrossed field exercises including the first REFORAGER-type exercise in 1963, gathering data on movement rates and targeting details. He ultimately expanded on that data, incorporating operating locations and logistic support, using it to drive a small exercise war game he built.

Another major activity that Gene discussed in his oral history was a detailed test of the usability of NATO standard ammos in the M14 rifle. This was important to the Army, since it was being pressured to adopt the AR15. Although Gene's well-designed field experiments did show that the M14 could indeed fire all variants of NATO standard ammo reliably, Gene learned his next lesson, that your analysis seldom overcomes pressure from the top, as the M16, nee AR15, soon replaced the M14 in the Army inventory.



During this European phase, Gene had his first introduction to international operational research. In 1963, while visiting the British Army Operational Research Group, he first met the esteemed British analyst, Professor Ronnie Shephard. This initial contact turned into a lasting friendship and international relationship when Ronnie stepped into a void left by the dissolution of a NATO Operational Research meeting. After Ronnie initiated the International Symposium of Military Operational Research (ISMOR), it was Gene that he called on to draw in the United States military.

With the emergence of the Vietnam War came the next change for Gene, as in 1967 he left RAC for a small organization called Combat Operations Research Group (CORG) and took a team of civilians to Vietnam to support a group of Army officer analysts. It was at this point that Gene reports meeting a young CORG analyst named E.B. Vandiver, who had his own successful career in Army analysis, eventually leading the Center for Army Analysis. Gene's team supported the Army in looking at how combat vehicles were being used in theatre, spending most of their time synthesizing information to generate the larger observations of the study report. Upon returning to the US after some months, Gene reported finding it ironic when he was instructed to write the command critique of his study, since the Army

considered him eminently well qualified to criticize his own work.

### **Mid-Career—An Analyst in Full**

Following CORG, Gene rounded out his analysis experience working first for a small company called GEOMET, where he worked at developing and publishing chemical and chemical weapons data books for the Army. Branching out further yet, he next joined a small African American-owned firm called National Institute for Community Development, where he studied the effectiveness of community health centers for a US Agency for International Development customer. Along the way, he took time to earn a master's of public administration and policy analysis.

Finally, in about 1979, Gene made the job change that ultimately vaulted him into his senior government service career. Soon after he joined the Federal Government's Metric Board, where he claimed, in the ironic tone he was famous for, that he was there to prevent adoption of the metric system by the US government. President Reagan took office and zeroed the budget of the Board. Forced to seek a job change, Gene was able to move into the Study Program Management Office, under the Army Chief of Staff, working for former analyst colleague, Ms. Joanne Langston. While in that office, Gene attended the Harvard course for senior government officials in national security, followed by the National War College.

You could say, then, that Gene was fully prepared in 1987 when the Goldwater-Nichols Act caused a large-scale reorganization of the Army Staff, and the Army Study Management Program, and Gene with it, ended up in the office of the Deputy Under-Secretary of the Army for Operations Research (DUSA-OR), working for Walt Hollis. Whereas most of Walt's analysts carried a combat materiel systems portfolio, Walt gave Gene "softer" systems and concepts, including chem/bio, computers, and operations other than war, which were rising in significance and demand in the Department of Defense (DoD) at the time.

So, it is fair to say at this point that Gene had made the transition from "practitioner" to "influencer," and, like a growing sequoia, started to cast a broad shadow on things around him.

### **Gene and MORS—a Pillar and Beacon to the Profession**

Of course, a good part of that influence has been channeled through MORS. Gene's always evident personal modesty is reflected in his oral history: he glosses over his past his MORS involvement. As his professional career developed in the sixties and seventies, so did his commitment to the Society. He was a member of the Board of Directors from 1969 to 1973, and served as Secretary-Treasurer starting in 1970, and then Second Vice President in 1971. In 1989, Army Sponsor Walt

## **Gene and Hollywood Royalty**

While at Dugway, Gene rekindled his interest in acting by signing on to help a local theatre troupe where he found himself coaching and cast with a young high school girl and aspiring actress who went on to achieve worldwide fame. Her name was Faye Dunaway, and Gene always took credit, tongue in cheek, for "discovering" her.





when men like Gene Visco and Clayton Thomas delivered their closing thoughts.

Of course, Gene and Clayton were longstanding stalwarts within the Society. When the distinction of Fellow of the Society was created at the end of the 1980s, Gene was elected in the second cohort in 1990, joining some of the most renowned names of American military operations research. In Fellows lineage, Gene is number six, which speaks volumes as to the esteem the Society holds him in. From the

late 1980s through the 1990s, Gene's influence continued to grow in several important areas.

Among the Fellows, Gene has had the longest tenure as "senior Fellow present" when the Fellows convene at the annual Symposium. As such, Gene took seriously the responsibility to sustain Fellows tradition, and, in doing so, to many of us he became the embodiment of Fellows tradition. Our oldest living Fellow, Naval Postgraduate School Professor emeritus Wayne Hughes, reminds us that, when Wayne became less able to travel to symposia, Gene religiously queried him for a greeting and toast to offer among the Fellows at the beginning of every colloquium. On the lighter side, Gene always took the opportunity to write a welcome to newly elected Fellows, advising them that the "implements of initiation" would be present for the gathering.

(The Fellows neither confirm nor deny their existence in making this reference.) A great historian and traditionalist, Gene was always willing to try something new. He periodically reminded us that "If we do it once, it is innovation. If we do it twice, it is tradition!"

Which brings us to consider Gene's innovations that became traditions. The first, already mentioned, is his role in establishing MORS's oral history program. Again, with due humility, Gene documented his own effort in *Military Operations Research* in 1999. Around 1989, Gene inherited an Army oral history effort started by Wilbur Payne in the mid-1980s, working in cooperation with the Army Military History Institute. Seeing the value of documenting the history of the pioneers, Gene carried the notion to MORS, and the Board of Directors entrusted the program to the Heritage Committee in 1989. As a result, many of the "sequoias" of military operations research in the US have had their oral history harvested and published. Gene's own story was published in 2001. But, as we will soon see, Gene's story and his contributions did not end then.

Yet another innovation is Gene's personal involvement in, and his continuing efforts to integrate the US with international military operations researchers. To many of us, and to MORS, his role with ISMOR is the most visible. ISMOR was initiated in the UK in 1984 by Professor Ronnie Shepherd when strained budgets forced NATO to give up its annual symposium. Walking through ISMOR's website, it is easy to see that Gene, first enlisted by Ronnie around the fifth ISMOR, presented for at least 11 ISMOR symposia, and, at the 33rd ISMOR in 2016, Gene was the invited plenary speaker delivering the Ronnie Shepherd Memorial Lecture. Records show that he last presented

Hollis made Gene his Army Sponsor's Representative, a position that Gene filled for a decade.

The role and significance of the Sponsor's Representative in those days were important, for that person was the conduit between the Sponsor and the Society when the government contract funds and terms were the primary drivers of the Society. Working through the MORS Executive Committee and the Board of Directors, the Sponsors Representatives ensured that the Society kept the concerns and desires of the Sponsors high in their considerations, while always looking out for the welfare of the Society. As MORS Fellow Cy Staniec, who sat as Office of the Secretary of Defense Sponsor's Representative during that period, reports, when Council or Board meetings ended, MORS officers and directors listened intently

at ISMOR 2018, on the topic of “An Army of None—Autonomous Weapons and the Future of War.” It did not take long in the history of ISMOR for Gene to be recognized by UK’s Ministry of Defence as the official US co-chair of ISMOR, and for him to become MORS’s official liaison. Gene also expanded his presence as a regular in other international entities such as the Cornwallis Group.

The value to MORS and US military operations research cannot be overstated. Through Gene’s efforts,

we have had long “mailing lists” of international analysts that Gene came to know over the years, that were invited to and participated in MORS special meetings and symposia, and now count themselves as friends of MORS. In fact, it is this remarkable contribution that the Gene Visco Prize for International Collaboration in Operations Research is named for. Through this prize, MORS will fund young, emerging analysts to attend ISMOR, and, in doing so, honor and sustain Gene’s legacy.

## The Most Senior “Junior Analyst”

Gene retired from full-time federal service in 1997, but he did not retire from operations research or from his beloved MORS. One of Gene’s first acts upon retirement was to establish Visco Consulting, through which he maintained “business” contact with his many friends and acquaintances throughout the US and international OR communities. His description of his consulting business reflected his personal interests and the expertise he had gathered over the years:

## A “Fellow” Well Met

In 2010, the MORS Symposium was held at Quantico Marine Base. Gene was staying at the lodging on base. Since he didn’t like to drive while at MORS events, he asked a friend to pick him up who drove his surplus Army deuce-and-a-half to the Symposium to help emphasize MORS’s focus on the warfighter. Gene calmly climbed into the truck and proceeded to hang his handicapped parking pass on the windshield. He relished the look on the faces of the bewildered young Marines trying to maintain order in the parking lot as his friend maneuvered the truck into the handicapped parking spot a few yards from where the Vice Chairman of the Joint Chiefs of Staff, the plenary speaker, would arrive shortly thereafter. He gathered his walking stick and snickered his way across the street to the plenary hall and all the way to his seat! He feigned astonishment when the Marine officer serving as the Symposium liaison related that he had been chastised because the “eyesore” had been parked right next to where the General arrived. Gene mused that “eyesore” must have referred to the fact that it was a surplus Army truck as opposed to a Marine one!

Gene often referred to himself as a “curmudgeon,” sometimes using “A. Curmudgeon” as a pseudonym on his writings. But he was actually more of a leprechaun who truly looked the part with his beard, walking stick, and twinkle in his eye. He liked practical jokes. His sense of humor was ever present and self-deprecating, and he particularly loved Irish jokes—but in a reverent way! His sense of humor was equally on full display each year at the Fellows gatherings at the symposia, but those proceedings, per Gene’s admonishment, are not for dissemination beyond the closed doors! Suffice it to say, Gene’s sense of humor was vivid and active, and for those who knew him, it was a major element of his persona.





*"Military operations analysis services to US Department of Defense components, UK Ministry of Defence, and US defense contractors. Focused on a wide range of topics including: applications of agent-based models and simulation; the analysis of operations other than war; the etiology of friendly fire; human behavior in combat; chemical and biological warfare and defense operations; human casualty estimation; persistence of Clausewitzian friction on the modern battlefield; history and role of posse comitatus and military forces in domestic law enforcement; analysis of peace operations; and the history of the 9th and 10th Cavalry Regiments (the Buffalo Soldiers). Consultant to military research and operations analysis institutions."*

His work on the Buffalo Soldiers was much more a passion than it was a living: he aspired to visit the sites of every one of the forts to which the units had been assigned and he would

often visit them along the way to or from a MORS Symposium if it was held out West. He succeeded in visiting quite a few of them.

Gene maintained his residence in Silver Spring, Maryland, remaining active in MORS, ISMOR, and the Cornwallis Group, of which he was co-founder and Fellow; the Dupuy Institute, of which he was a member of the board; the Military Conflict Institute, also a member of the board; co-founder of the Washington

Operations Research Council; and in various other undertakings. He lectured in research methods and operations research at the University of Maryland, Georgetown University, and Trinity College, and lectured on the history and analysis of operations other than war at George Mason University.

He frequented MORS special meetings in retirement, often attending multiple meetings in a given year, particularly those held at Johns Hopkins University Applied Physics Lab or at a Washington, DC, venue because they were close to his home. No one seems to remember him missing a single MORS Symposium during this period.

In early 2005, Gene moved back to the Ft. Myers area of Florida with his wife, Marianne. Although the climate and locale agreed with him, he found that the distance from Washington, DC, environs made it more difficult to

attend MORS meetings, although he did not miss a MORS Symposium or an ISMOR after the move.

With tighter defense budgets and a looming recession, Gene's "gigs" were fewer, and he found himself less able to engage in the community than he had ever been. Fortunately, a MORS friend had become Director of Operations Analysis at Lockheed Martin Missiles and Fire Control (MFC) in Orlando, and in 2009, the friend called to offer him a job as a senior operations research analyst with the proviso that he move to Orlando. Gene was intrigued, but played hard to get, forcing his friend to go to his house for an interview. Gene then reversed the roles, interviewing his friend about the job, the company, the organization, and every other detail he could conjure. He ultimately decided to come out of retirement at the age of 82 to begin full-time work once again.

Gene got an apartment near the Lockheed Martin plant in Orlando and settled into the work-a-day routine he thought he had given up 12 years earlier. Gene was back in his element, and he relished the role. And, now that he had someone else paying the bills, he maximized his MORS involvement by participating in multiple special meetings every year, usually as a working group chair or a member of the Synthesis Group. He continued to attend every MORS Symposium and ISMOR meeting that took place during his time at Lockheed Martin and played a major role in helping the company host its first ever MORS special meeting at the Orlando facility.

Gene's official title at MFC was senior manager and principal operations research analyst. Key analytic contributions during his time there included numerous critical thinking exercises on adjacent market





group of strategic planners and operations analysts that informs enterprise strategy and capability development. This effort focused Gene on his greatest and newest passion, autonomy and artificial intelligence (AI). Those who knew Gene know he had a great appreciation for the emergence of disruptive technology and how that could complicate military operations and decision-making

opportunities to investigate potential growth segments for MFC, but Gene's vast experience made him a natural for mentoring most of the team, being the "conscience of operations analysis," and being heavily involved in the Lockheed Martin Workforce Development program and the Lockheed Martin Operations Analysis Community of Practice. One of his major contributions was to the Lockheed Martin Operations Analysis Workforce Development project, which caught the eye of key members of the Lockheed Martin Corporate Headquarters staff in 2017. As a result, he aligned himself with corporate headquarters, took a reduced workload, and returned to Ft. Myers to work from home.

Gene's steadfast commitment had a tremendous influence on the small strategic Mission Development group at corporate headquarters, a

consistent with his passion for studying Clausewitz's Fog of War. The Mission Development team established a set of operations analysis and wargaming enterprise campaigns, one of which focuses on manned-unmanned teaming (MuM-T). Gene's analytic prowess yielded considerable contributions to the establishment of technical and operational frameworks for autonomy that are today being applied across the corporation. Gene was working with his close friend, Dr. Mark Waltensperger, to establish a MORS AI and Autonomy Community of Practice.

### The Last Chapter

Gene continued to attend MORS symposia and special meetings as well as ISMOR meetings with the enthusiastic support of Lockheed Martin corporate headquarters. On his way back home from the MORS Emerging Techniques Forum

## Visco Award Honors Gene, Supports International Operations Research Collaboration

On March 22, 2019, the MORS Board of Directors established the Eugene P. Visco Prize for International Collaboration in Operations Research. The purpose of this prize is to promote collaboration between the international operations research community and MORS by providing one or two presenters selected at the annual Emerging Techniques Forum (ETF) funds to attend and present at the International Symposium on Military Operational Research (ISMOR) each year. Each selected presenter will be provided admission to the ISMOR and travel expenses. The goal is for one of the selected presenters to be a MORS Junior Analyst.

This prize was established to honor and to memorialize Gene Visco, FS, who was an ardent supporter of collaboration within the international operations research community and for years represented MORS during the ISMOR. Gene was also a constant supporter of MORS junior analysts and a champion for quality presentations. This new prize will be announced and Gene's many contributions recognized at the plenary session of the 87th MORS Symposium at the United States Air Force Academy on June 18, 2019.

The prize will be supported by a special restricted fund. To donate, make checks payable to MORS with a note on the check "Visco Prize" and send to MORS, 2111 Wilson Boulevard, Suite 700, Arlington, VA 22201 or go to <https://www.mors.org/Recognition/Eugene-P-Visco-Prize>. Donations to this fund and MORS, a 501c3 nonprofit, may be tax deductible.





in Washington, DC, in December 2018, he had a mishap getting off of the airplane and fell. He began to suffer mobility impairment afterward and cancelled out of the Artificial Intelligence and Autonomy Special Meeting at Johns Hopkins Applied Physics Laboratory in February 2019, but was still looking forward to participating as a working group chair at the MORS Analysis of Urban Warfare special meeting in Quantico in April 2019, reluctantly pulling out only when it became

Marianne asked him what he wanted to do when he got back home, and he answered, "Get back to work!" Alas, pneumonia put its vicious grasp on him and he was unable to recover.

As he had during the rest of his professional career, Gene left his mark during the last years of his life. In the words of the Vice President of Business and Strategy Development who approved his hiring at Lockheed Martin, Gene "was a real gentleman who brought exceptionally deep

apparent his health wouldn't support his attendance. He passed away 10 days after that meeting ended, as surprised as the rest of us that his health had faded so quickly. Until a week or so before he passed away, he had the sense that he would be going home soon, needing only to demonstrate to the staff that he could get in and out of bed on his own. (In fact, in typical fashion, he wanted to know exactly how many times he had to demonstrate that.)

experience to the job, and even more so, he was a positive influence on the OA team with his steady, unflappable and mentoring qualities." In the words of his leader at Lockheed Martin corporate, "Gene Visco embodied passion, humility, and a strong sense of purpose."

Like the giant sequoia, Gene Visco lived a long life, and equally like the sequoia, he was larger than life. As long as it was, for those who knew him, it ended too soon. He was so coherent, his memory so clear, his analytical acumen so sharp, that we all implicitly took for granted that he'd be with us forever. He epitomized the notion of a MORS Fellow, someone recognized for their contributions to MORS but who also keeps contributing. He lived and breathed MORS to such an extent that in the last few months of his life, he signed up to contribute to three special meetings, nearly 30 years after having been selected a Fellow. Though he is no longer physically with us, his memory lives on in all of us who knew him, and we are all better human beings for the privilege and good fortune of having made his acquaintance. When one of his fellow Fellows passed away, Gene would always say that they had gone to the "Big Symposium." No doubt, he is busy catching up with all of them there. ↑

This memorial was principally the work of Dr. Cy Staniec, FS, with the assistance of Greg Keethler, FS, and Dr. Mark Waltensperger of Lockheed Martin. The *Phalanx* staff is grateful to these and all the friends of Gene who contributed to this remembrance.



# Thoughts and Reflections on a Giant in the Society

## **Darryl Ahner, Former MORS Board Member**

He will be greatly missed. He provided great mentorship and insights to me over the years. The MORS Symposium will not be the same for me without talking to Gene. My deepest condolences to the community.

## **George Akst, Marine Corps Combat Development Command, MORS Sponsor**

When I first saw this, I was initially in a state of shock, and decided to let it sit for a while before responding to all. Now that a day has passed, I have to admit that I am still in somewhat of a state of shock. In my mind, Gene Visco was invincible and would be around forever. When I last saw him at a MORS Workshop in December, I “just knew” that I’d see him again in Colorado Springs, if not earlier. It’s just not going to be the same, going to a Symposium, and not having Gene there to chat with throughout.

The first remembrance I have of him was at an ISMOR in 1999 (my first, and last). I was fortunate enough to be sitting at the same table as the esteemed Gene Visco at the banquet, and I’ll never forget how he taught me how to “pass the port”—to the left! While I have never again had the opportunity to pass the port, I have never forgotten that simple lesson that Gene had taught me—one of countless lessons he has given all of us over the years.

Another interesting anecdote I recall was when Gen Gray came to talk to us at the 50th anniversary of MORS at the Marine Corps Museum. I had invited Gen Gray, and in doing a little of my homework, discovered that it was his 89th birthday that day. I mentioned it to the General, and he begrudgingly acknowledged it, but he also referenced it in his speech, in which he told us he was sure he was the oldest one in the crowd. Gene was sitting nearby, and I could hear him murmur that, “No, he (Gene) was even older!”

I’ve seen a lot of traffic about Gene’s tenure with MORS, and how far back he goes with the organization. However, for me, what is even more astounding is his analytical career—it is mindboggling that he was actually around and in the profession, near the birth of operations research. And despite how long ago that actually was, he always talked about the old days as if they were just yesterday. I suspect he was the last of the truly old-timers in our profession, and we have now lost that link to our past.

So, Gene, farewell and following seas. We are truly going to miss you.

## **Rochelle Anderson, Former Board Member**

This is so very sad for our community. Gene was such a wise and wonderful advisor, counselor, and participant in all things MORSS. He always had time to talk with anyone who approached him and was so

inspirational. My prayers are with his family and all of us who knew and loved Gene. May he rest in peace.

## **Dennis Baer, FS, Former MORS President**

Wow, not quite sure what a Fellows Colloquium and MORS will be without Gene. Already working on my toast for this June. God Bless Gene!

## **Suzanne Beers, FS, Former MORS President**

Such sad news of a huge loss to MORS, our nation, and the international OR community.

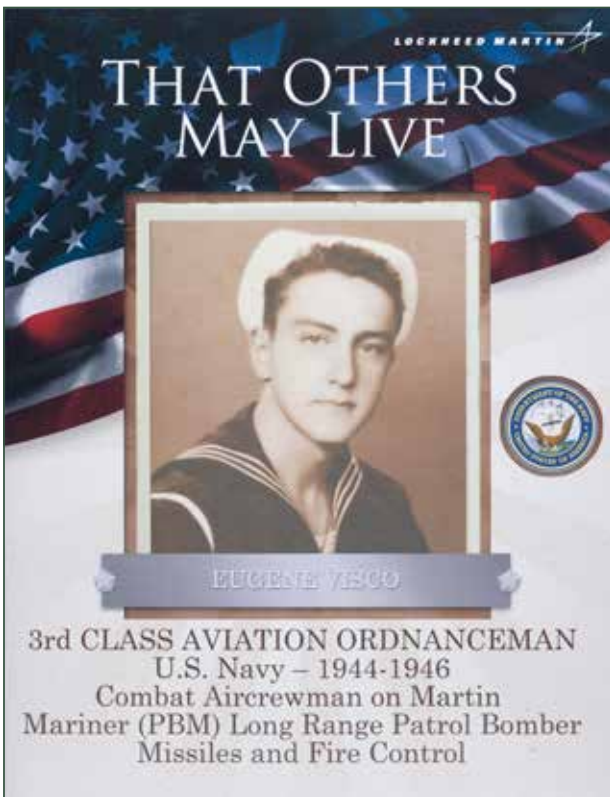
## **Jim (Bex) Bexfield, FS, Former MORS President**

He remains my inspiration, along with Clayton Thomas, as someone who continued to contribute in his later years. His cheerful, can do, and friendly demeanor will be truly missed by everyone. He was always the first one I sought out at a MORS event to say hi and catch up.

## **Renee Carlucci, FS, Former MORS Board Member**

This is heartbreaking news indeed. Gene was a wonderful friend and counselor. I marveled at his stamina and the many years of service that he provided to our community. He assisted me with setting up the synthesis team for the recent AI and Autonomy special meeting, and regrettably couldn’t attend after being ill but still was trying to attend remotely. A very sad day for MORS.





### **William (Forest) Crain, FS, Center for Army Analysis and MORS Army Sponsor**

He was a legend.

### **Dick Deckro, FS, Former editor of *Military Operations Research***

Very sad news. He will be greatly missed as a mentor, a legend, and a friend.

### **Lee Dick, FS, Former MORS Board Member**

We all knew this day was coming before long but yet it is still sad that we have lost one of our greatest icons. I can think of no other MORSian who has contributed so much to MORS for so long. I always loved to hear his stories about the early years of MORS and its early leaders. He was the father of MORS Heritage and oral histories. His support of ISMOR and professional relationship with its founder Professor Ronnie Shephard galvanized MORS strong support for the international OR conference. It was a cold day whenever Gene missed any kind of MORS even right up to the very end. I will always



*Gene was rightfully proud of the World War II aircrew wings he earned as a Sailor and he wore them always.*

be grateful to him for his strong support of my endeavors to digitalize MORS products.

Thank you, Gene, for all you did. MORS will certainly miss you.

### **Bill Dunn, FS, Former MORS Board Member**

Gene was my first boss when I came to the DC area back in 1989. He is the one who really got me into MORS and I have always been grateful that I could learn from his VAST expertise and guidance. No matter what the event, he could always come up with interesting and relevant commentary, both oral and written. My interest in heritage and oral histories dates back to him. In every circumstance, he was always a gentleman. The MORS Fellows Dinner in June will not be the same without him. We will miss his touching our lives.

### **Brian Engler, FS, Former MORS CEO**

Gene was a giant in our community and a true friend. His knowledge of our collective history and eagerness to serve MORS are irreplaceable. RIP, Gene. We miss you already.

### **Niki Goerger, FS, Former MORS Board Member**

Gene was such a gift in our lives as well as those of so many others. A mentor, a wonderful example, a

stalwart. Indeed, a Symposium without him will not be the same. We will truly miss him.

### **Priscilla Glasow, FS, Former Board Member**

How appropriate an award given Gene's long-term commitment to ISMOR and the Cornwallis Group. He was the face of MORS to many of our international colleagues and I'm sure he would have been tickled to have had this award named in his honor. We've lost another great one.

### **Dean Hartley, Member, MORS Board of Directors**

I will miss Gene. He was a fount of knowledge and a good friend.

### **C. Hawkins, Military Conflicts Institute**

Gene possessed a natural curiosity about the world and what made things work (or not work as well as they might). Operations research gave him vent to his enthusiasm for analysis, and travel afforded him the opportunity to expand analytical horizons in field environments as far flung as Vietnam and China.

He liked to relate that his service in Vietnam as a young government analyst was highlighted not by being caught in a firefight, but by slipping off a rice paddy dike and splashing unceremoniously into the soupy mix that nourished green rice shoots.



Gene also enjoyed creature comforts when he could find them or cajole a reluctant host to provide them. During a 2002 DoD-sponsored trip to China to participate in a seminar on how to organize and manage a research institute, Gene learned that his air travel (funded by Chinese hosts) was to be economy class and not business class. After some forceful discussion with Chinese conference organizers, for which only marginal interpretation was available, he finally got his point across: he would travel business class, and the Chinese would pay for it. And that settled that.

### **Jackie Henningsen, FS, Former Air Force MORS Sponsor**

Folks. We have been so blessed to have Gene as the moral compass and repository of memories for our whole history of MORS. I'm so glad the Visco Award was already established but it is bittersweet to know he won't escort the first honorees to ISMOR.

### **Wayne Hughes, FS, Captain USN(Retired) and Professor of Practice Naval Postgraduate School**

One year long ago, Gene persuaded me to go to the ISMOR Conference in England with which he is closely associated. My wife came. I had a delightful time at the conference and we both enjoyed the many sites driving around the countryside. I managed one other conference and regret not attending more for the perspective it gave on the status of international OR.

Gene and I were among the original Fellows and we five did much to establish its standards and foster ways of quietly contribute to the welfare of MORS. When Clayton Thomas died, I became the Senior Fellow. Gene made sure I never forgot my obligation to

Toast "The Fellows Yet to Come." As I grew old and was less able to attend the Symposia, I would send my toast to him to deliver at the Fellows Dinner.

### **John Hummel, FS, Former MORS Board Member**

This morning I met with the two incoming Air Force Fellows that will be spending a year at Argonne. I was asked to talk to them about MORS. While briefing all I could think about was Gene because to me, MORS and Gene were inseparable. I eventually had to stop my briefing and explain why I was so distracted and everyone understood my feeling of loss. While I feel that sense of loss, I am also so grateful that I had the opportunity to know him and learn from him. He lived a good life and made a lasting impression on so many of us. Farewell, good friend.

### **Jack Keane, FS, Former MORS President**

Gene was a font of knowledge regarding MORS and always willing to share experiences and opinions. This is a great loss.

### **Jerry Kotchka, FS, Former MORS President**

How will MORS be able to fill Gene's shoes? His historical perspectives served all. And for so long. A steady contribution!!

### **Mike Kwinn, FS, Former MORS President**

For me, and possibly for many, Gene was like my MORS dad and I looked up to him as such. He could be tough when he needed to be, wise when he was mentoring, and caring when he spoke of our history and the people who have served in MORS. We didn't always agree—especially when I was President and we were making strategic moves—but I always knew his opinions came from a place of love

of MORS, its people and its mission and never from a self-serving place. He was very special. The more we can do to honor him, the better.

### **Mike Lerner, Defence & Security Analysis Division, DSTL**

Gene was a gentleman and a diplomat, loved and respected by all. A tremendous character, Gene was both guiding light and calming influence through turbulent times. Gene extended warmth and unwavering support to the UK analytical community. His contribution to the special relationship between the US and UK is unsurpassed. Gene will be greatly missed.

### **Andy Loerch, FS, Former MORS President**

He lived a great life of service to our country and our profession. I will miss his always interesting conversations.

### **Rafael Matos, FS, Former MORS President**

Our Honorary and forever MORS Junior Analyst has put his tools down. Thanks for the memories. Fair Winds and Following Seas, Sailor!

### **Brian McEnany, FS, Former MORS Board Member**

He was truly an icon in our profession. I hope we can capture his "rules"—Rule 1: do it once, it is tradition, and Rule 2: there are no rules. I think that was the way he used to say it—for future gatherings of the Fellows. He will be sorely missed.

### **Terry McKearney, FS, Editor, *Phalanx***

We all thought Gene timeless, a constant presence that anchored us to the past yet made us feel that we all still had work to do, that there were still new challenges for our community. He seemed unbounded

by the things that seem to slow the rest of us down: be they age, the shifting of ideas and contemporary issues, or just plain weariness. He treasured the past without being held hostage to it and made us all feel his joy in the conduct of our work.

### **Doug Otte, Former MORS Board Member**

I remember well the sage advice Gene had for me when I first was elected to the Board. Gene was a wealth of knowledge and will be sorely missed. Fair winds and following seas.

### **Mary Pace, FS, Former MORS Board Member**

Gene was such a special person to many MORSians. We will all miss him, but his legacy will live on through all the great work he did. I will never forget him, he was such a good friend to me and my husband.

### **Greg Parnell, FS, Former MORS President**

Gene lived a great life of service to the Army, MORS, and Lockheed Martin. I am saddened at the loss of a good friend and colleague.

### **Annie Patenaude, FS, Former MORS Board Member**

I first met Gene in 1992, and thought he was a legend then. He was always happy to be the person doing the legwork and pushing others to the front. He has been a pillar, of Army Ops Research, of MORS, of ISMOR, ... for so very long. His impact will be felt for many years, much of it transparent. I will miss him.

### **Norm Reitter, Former MORS President**

I was really hoping that he would be on the stage for next month's MORSS to be acknowledged with this new prize in his name. I'm glad that he

was aware of putting it together. You should have seen his face when I popped the idea on him in front of the UK contingent and with Joe and Simon. We were sitting next to the Grecian Pool at NPS. His eyes got wide and then he teared up a bit. He would never expect something like this. It was priceless!

### **Roy Rice, FS, Former MORS President**

When I think of Gene, the first word that always comes to mind is "Tradition." He not only ensured that we maintained and bequeathed our most important traditions but that we carried them out correctly and professionally. In our profession we are trained to work with few-to-many variables; Gene was a constant!

### **Harrison Schramm, Former MORS Board Member**

I was having dinner with Brian Morgan, Robbin Beall, and Matt Powers at Clyde's in Arlington after during the ETF. Gene walked in, and with a little bit of help from the wait staff, we managed to squeeze him in at our table and he had dinner with us. Gene insisted on buying us all dessert. I had no idea that it would be the last time I would see him.

### **Julie Seton, Former MORS Board Member**

My heart is full of sorrow. I only just heard a few days ago that Gene was ill. I always looked forward to seeing him at MORS events, not just the Symposium. His dedication to operations research worldwide by serving as the conduit for ISMOR encouraged me to get my international colleagues in Australia to be involved back in 2008–2009.

### **Bob Sheldon, FS, MORS Oral History Chair**

Gene initiated the MORS oral history

program a little over 20 years ago and our first test case was Clay Thomas, published in June 1999. Gene was our second test case and Gene had so much to say that I chopped his oral history into two pieces: one about his chem-bio work, which we published in the June 2001 *Phalanx* for the upcoming MORS WMD workshop the rest of the story published in *Military Operations Research* in June 2001. Gene's coaching on oral histories made it so exciting and so much fun that we've done over 70 MORS oral histories since then.

### **Dean David Shrady, FS, Naval Postgraduate School**

Like everyone else I was shocked by Gene's passing. The implicit expectation was that he would live forever. His was a long and productive life and I benefited from and enjoyed him a great deal, as did so many others. While his contributions to defense analysis in this country and to MORS are clearly significant, I also note his involvement with the International Symposium on Military Operational Research (ISMOR). Professor Ronnie Shephard was an early (1942) operational researcher with the British Army. He later initiated ISMOR and was involved in its symposia until his passing. Gene was an early participant in ISMOR and worked, with MORS, to increase American involvement in ISMOR. With Professor Shephard's passing, Gene took over Ronnie's role as wise counsel and raconteur in the symposia. Gene is missed by military analysts on both sides of the Atlantic.

### **Arch Turner, FS, Department of Homeland Security Sponsor Representative**

Very sad news to all of us. A great loss to our community. Gene will be sorely missed.