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Keynote Address on the 75th Anniversary of NROTC at Holy Cross

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**COLLEGE OF THE HOLY CROSS
THE O'CALLAHAN SOCIETY**

**NROTC 75TH ANNIVERSARY
24 September 2016**

Vice Admiral Peter H. Daly, U.S. Navy (Retired)

**GOOD EVENING, IT IS AN HONOR TO SPEAK TO YOU ON THE OCCASION
OF THE 75TH ANNIVERSARY OF NROTC HERE AT THE CROSS.**

**THE NAVY, NROTC, THE O'CALLAHAN SOCIETY, AND HOLY CROSS ALL
HAVE DEEP SIGNIFICANCE FOR ME.**

IT IS GREAT TO SEE SO MANY ALUMS AND OTHER FRIENDS HERE.

I RECOGNIZE...

COLLEGE PRESIDENT - FATHER PHILLIP BOROUGHS, S.J.,

AMBASSADOR & FORMER SECNAV - J. WILLIAM MIDDENDORF,

MEDAL OF HONOR RECIPIENT - CAPT TOM KELLEY

FORMER POW - CDR (RET) TIM SULLIVAN

HOLY CROSS DEAN - MARGARET FREIJE

DEAN OF COLLEGE, BROWN UNIVERSITY, MAUD MANDELL

**O'CALLAHAN SOCIETY LEADERS: JIM DELEHAUNTY AND ADMIRAL BILL
MCCARTHY**

TRACI BARLOK, VP ADVANCEMENT

FATHER WILLIAM CAMBELL, VP MISSION

MY FRIEND - FATHER EARLE MARKEY

FATHER BOB KEANE WITH WHOM I DEPLOYED ON USS NIMITZ IN 2005

PROFESSOR OF NAVAL SCIENCE, CAPTAIN MARK EDWARDS

...AND A VERY *SPECIAL* WELCOME TO MIDSHIPMAN 1/C BILL BYRNE AND ALL THE MIDSHIPMEN OF NROTC UNIT HOLY CROSS!

IT IS WONDERFUL SO MANY OF THEIR PARENTS AND FAMILY ARE HERE TOO!

THIS SUPERB NROTC UNIT WHOSE ANNIVERSARY WE SALUTE TONIGHT CAME INTO BEING IN 1941...

PEARL HARBOR WAS JUST 90 DAYS AWAY WHEN THE FIRST 115 NROTC STUDENTS ENROLLED. J. WILLIAM MIDDENDORF AND EDWIN MEYER – HERE TONIGHT - WERE IN THAT FIRST GROUP.

IN THOSE DAYS, HOLY CROSS ENROLLMENT WAS ABOUT 1,200 MALE STUDENTS ...TAUGHT PRIMARILY BY JESUIT PRIESTS.

THEY TAUGHT MORE THAN THE LIBERAL ARTS ...THEY IMPARTED VALUES.

VALUES THAT HOLY CROSS STUDENTS ... AND EVEN SOME NOTABLE FACULTY ... WOULD CARRY WITH THEM TO WAR.

THE COUNTRY WAS PREPARING FOR WAR – TOTAL WAR.

... AND AMERICA NEEDED MORE NAVAL OFFICERS THAN THE NAVAL ACADEMY AND NROTC COULD PRODUCE... AND FAST!

TODAY, IT IS HARD TO IMAGINE THE TOTAL NATIONAL COMMITMENT REQUIRED TO FIGHT AND WIN WORLD WAR II.

EVERYONE WAS INVOLVED AND, WITH SO MANY YOUNG MEN GOING TO WAR...

...A SMALL SCHOOL THE SIZE OF HOLY CROSS MAY NOT HAVE SURVIVED WITHOUT SOME AFFILIATION WITH THE MILITARY.

AS AN EXAMPLE OF THE TIMES... MY FATHER, JOSEPH DALY, WAS HOLY CROSS '43. THE NAVY CAME IN IN FEBRUARY 1943 AND SAID... "COLLEGE IS OVER - CONSIDER YOURSELVES GRADUATED."

THE NAVY ORDERED MY DAD TO REPORT TO V-7 MIDSHIPMAN SCHOOL AT COLUMBIA UNIVERSITY A FEW DAYS LATER. 90 DAYS AFTER THAT HE WAS ENSIGN DALY, U.S. NAVAL RESERVE – GUNNERY OFFICER ON A DESTROYER ESCORT IN THE NORTH ATLANTIC.

IN THE NEXT 24 MONTHS – HIS SHIP ESCORTED CONVOYS IN THE NORTH ATLANTIC - 9 CROSSINGS... AFTER THAT, HIS SHIP WAS MODIFIED TO CARRY FROGMEN (TO BLOW UP BEACH OBSTACLES) AND SENT TO THE PACIFIC... FIRST PLACE THEY WENT – OKINAWA MARCH/APRIL 1945.

THE FACT HOLY CROSS *ALREADY HAD* AN NROTC UNIT PLAYED LARGE IN HOLY CROSS BEING SELECTED IN 1942/43 AS ONE OF THE SCHOOLS TO TAKE PART IN THE V12 PROGRAM WHICH INCLUDED COURSE WORK AND TRAINING RIGHT HERE ON CAMPUS.

NROTC PLUS V12 ENSURED THAT HOLY CROSS HAD ENOUGH STUDENTS!

MANY ALSO ENLISTED AND MANY ENTERED COMBAT.

OUR O'CALLAHAN SOCIETY NAMESAKE - FATHER JOSEPH T. O'CALLAHAN, S.J., RECEIVED THE MEDAL OF HONOR FOR HIS HEROIC ACTIONS ON THE AIRCRAFT CARRIER USS *FRANKLIN* IN 1945.

ONE OF FATHER O'CALLAHAN'S STUDENTS, FIRST LIEUTENANT JOHN V. POWERS, U.S. MARINE CORPS, WOULD ALSO RECEIVE THE MEDAL OF HONOR FOR COURAGEOUS ACTIONS DURING THE MARSHALL ISLANDS CAMPAIGN.

THESE MEN COMBINED HOLY CROSS VALUES WITH NAVY AND MARINE CORPS VALUES SUCH AS HONOR, COURAGE, AND COMMITMENT AND CARRIED THEM TO WAR.

NROTC AND THE OTHER OFFICER PROGRAMS AT THE SCHOOL WERE IMPORTANT FOR HOLY CROSS AND IMPORTANT TO THE NATION.



AFTER THE WAR, AFTER SO MANY HAD SERVED AND SO MANY DIED... WHAT WAS HOLY CROSS'S RELATIONSHIP WITH THE MILITARY GOING TO BE? WOULD IT CONTINUE?

FOLLOWING THE WAR, THE NAVY WAS AT A MAJOR PERSONNEL CROSSROADS. ...90% OF THE OFFICERS WHO HAD FOUGHT IN THE WAR WERE NOT NAVAL ACADEMY GRADS.

THREE *MILLION* OFFICERS AND MEN HAD BEEN DEMOBILIZED.

REAR ADMIRAL JAMES L. HOLLOWAY, JR., LED A NAVY BOARD TO RECOMMEND THE BEST SYSTEM AND APPROACH FOR EDUCATING OFFICERS IN THE NAVY.

THEY LOOKED AT THREE SCHEMES:

- 1) FOLLOWING COURSEWORK CIVILIAN COLLEGE; CHANNEL ALL CAREER OFFICERS THROUGH THE NAVAL ACADEMY FOR ONE OR TWO YEARS;
- 2) 'DOUBLING DOWN' ON THE NAVAL ACADEMY. THEY EXAMINED WHETHER TO BUILD A SECOND NAVAL ACADEMY AND EXPAND THE ACADEMY AT ANNAPOLIS;
- 3) USE BOTH THE NROTC AND THE NAVAL ACADEMY. MAINTAIN THE FOUR-YEAR UNDERGRADUATE PROGRAM FOR EACH.

THE THIRD OPTION – THAT BECAME KNOWN AS THE “HOLLOWAY PLAN” – WAS RECOMMENDED AND ADOPTED BECAUSE OF THE PROVEN TRACK RECORD

OF NROTC, AND BECAUSE OF THE STRATEGIC FLEXIBILITY IT PROVIDED IN DEALING WITH CHANGE. 1/

UNDER THE HOLLOWAY PLAN, MOST NROTC GRADS WOULD NOW RECEIVE REGULAR NAVY COMMISSIONS – NOT RESERVE.

IN THE EARLY 1980S, ADMIRAL HOLLOWAY, LONG SINCE RETIRED, REFLECTED IN AN INTERVIEW ON SOME OF THE INNER SANCTUM DELIBERATIONS OF THE BOARD.

THINKING BACK, HOLLOWAY – SAID, “I WAS CONFIDENT THAT THE FOUR YEARS AT ANNAPOLIS WAS THE OPTIMUM SYSTEM TO CREATE – I DON’T LIKE THE WORD ‘DEDICATION,’ BUT CALL IT ‘A HABIT OF SERVICE’ – IN PEOPLE WHO WOULD STAY WITH YOU.

SOME WOULD GET OUT, OF COURSE, BUT IN MOST CASES THE IMPRINT OF THOSE FOUR YEARS OF ALMOST JESUITICAL PREPARATION WOULD PRODUCE A CAREER COMMITMENT.” /2

‘ALMOST JESUITICAL PREPARATION’ – AND “HABIT OF SERVICE” INTERESTING WORDS FROM A NAVAL ACADEMY GRAD LIKE HOLLOWAY!

UPON COMMISSIONING, HOLY CROSS GRADUATES KNOW THE MEANING OF SERVICE, AND THROUGH THE DECADES, HAVE AND ARE SERVING WITH HONOR AND DISTINCTION.

WE RELY UPON THE MIDSHIPMEN HERE TONIGHT TO CONTINUE THAT TRADITION OF SERVICE!

WHEN HOLLOWAY TALKED ABOUT COMMITMENT, HE ALSO MEANT CAREER COMMITMENT.

THE NROTC UNIT HERE AT HOLY CROSS HAS PROVIDED MORE CAREER FLAG AND GENERAL OFFICERS (16) PER CAPITA THAN *ANY OTHER NROTC UNIT IN THE COUNTRY*. THERE IS ANOTHER UNIT THAT MAY HAVE PRODUCED ONE OR TWO MORE, BUT IT IS MUCH BIGGER...

THE NAVY INCLUDES PEOPLE OF ALL FAITHS... AS YOU MAY KNOW, ROMAN CATHOLICS HAVE THE HIGHEST REPRESENTATION AS A RELIGIOUS GROUP WITHIN THE MILITARY. IN THE NAVY, THE OFFICER CORPS IS SKEWED *EVEN MORE* TOWARD CATHOLICISM.

MAYBE THESE TWO GROUPS – CATHOLICS + NAVY - *REALLY DO GO TOGETHER...*

- 1. HIERARCHICAL.**
- 2. UNIFORMS.**
- 3. LOTS OF RULES.**
- 4. FEAR.**
- 5. CONSEQUENCES.**
- 6. GUILT.**

OR MAYBE ... MORE SERIOUSLY ... IT IS THE SHARED VALUES:

- THE NOTION OF THE SERVANT LEADER**
- THE EMPATHY AND CONCERN FOR OTHERS THAT ARISES FROM A LIBERAL EDUCATION**
- A STANDARD OF CRITICAL THOUGHT AND RESPONSIBLE ACTION**

IT WAS THOSE SAME VALUES THAT CARRIED THEN LIEUTENANT COMMANDER THOMAS GUNNING KELLEY TO “DISREGARD HIS INJURIES ... AND LEAD HIS MEN TO SAFETY” AS COMMANDER OF RIVER ASSAULT DIVISION 152 IN VIETNAM IN JUNE 1969.

...TOM KELLEY WAS THE THIRD LEADER FROM HOLY CROSS TO EARN THE MEDAL OF HONOR.

FOUR YEARS AFTER TOM KELLEY'S ACTIONS, WHEN I WAS A BRAND NEW MIDN FOURTH CLASS IN EARLY SEPTEMBER 1973, I WAS LOOKING AROUND THE NROTC UNIT SPACES IN O'KANE ... AND WANDERED INTO THE LARGE, OLD NROTC LECTURE ROOM.

WOOD SLAT CONSTRUCTION, TIN CEILING... I AM SURE MANY HERE CAN PICTURE IT. AT THE BASE OF THE ROOM WERE SEVERAL LARGE TABLES. EACH WAS PILED HIGH WITH TEXTBOOKS. I WAS CURIOUS AND STARTED CHECKING OUT ALL THESE BOOKS – EACH STAMPED “PROPERTY OF NROTC.”

AS I LOOKED, I REALIZED EACH TABLE REPRESENTED A DIFFERENT SCHOOL... ALL THE FIRST TABLE SAID, “PROPERTY OF NROTCU HARVARD.” THE NEXT WAS ALL BOOKS FROM NROTCU DARTMOUTH... NEXT YALE, NEXT BROWN.

...YOU GET THE PICTURE.

IN 1969, IN PROTEST TO THE VIETNAM WAR, THOSE IVY LEAGUE SCHOOLS DECIDED NROTC HAD TO LEAVE. NO NEW MIDSHIPMEN ENTERED AND THE NUMBER OF NROTC STUDENTS DWINDLED DOWN THROUGH THE SPRING OF 1973....

I REMEMBER WONDERING ABOUT ALL THE STUDENTS WHO USED THOSE BOOKS.

I KNEW HOW IMPORTANT HAVING A NROTC SCHOLARSHIP WAS TO MY FAMILY AND MY OPPORTUNITY TO ATTEND HOLY CROSS AND BECOME A NAVAL OFFICER.

NOW, AT THESE SCHOOLS, THE PROGRAM WAS BANNED... *THEIR* BOOKS WERE NOW COLLECTED UP AND STACKED HIGH ON THOSE TABLES...

SO IN THE FALL OF 1973, HOLY CROSS WAS THE LAST FULL-UP NROTC SCHOOL IN NEW ENGLAND. THE FACT IT WAS STILL STANDING IS TESTAMENT TO COLLEGE PRESIDENT - FATHER JOHN BROOKS, S.J. WHO COULD HAVE

ACCEPTED THE POLITICAL TREND AND THE RECOMMENDATION OF A REPORT FROM THE “AD HOC COMMITTEE FOR THE STUDY OF ROTC.”

IT WAS ALMOST HIS FIRST ORDER OF BUSINESS AS PRESIDENT WHEN HE TOOK OVER IN 1970. HE DECIDED TO REACH OUT TO THE OFFICER WHO LED THE NROTC UNIT – CAPTAIN HARRY MOORE, U.S. NAVY.

FATHER BROOKS STARTED A DIALOGUE AND INVESTED HIMSELF IN IT. JOHN BROOKS AND HARRY MOORE WORKED OVER THE ENSUING MONTHS TO ENGAGE STUDENTS AND FACULTY ON THE CRITICAL NEED FOR AN OFFICER CORPS WITH A DIVERSE SET OF VALUES AND A STRONG MORAL COMPASS.

LESS THAN SIX MONTHS AFTER A CAMPUS-WIDE STRIKE AND DEMONSTRATION, THE MAJORITY OF STUDENTS PARTICIPATING IN A STUDENT BODY REFERENDUM VOTED IN FAVOR OF RETAINING ROTC.

A BIT AFTER THAT, FATHER BROOKS CONVINCED THE FACULTY TO DO THE SAME.

1973 WAS A TURNING POINT FOR THE COUNTRY AND MILITARY OVERALL....

THE MAJORITY OF TROOPS WERE PULLED OUT FROM VIETNAM. THE NATIONAL DRAFT ENDED IN EARLY 1973. THE DRAFT - WHICH HAD ENSURED AT LEAST A BASIC MEASURE OF DIVERSITY ACROSS LAYERS OF SOCIETY - WAS NOW GONE.

WITH AN ALL-VOLUNTEER FORCE, WHAT WOULD IT MEAN IF CERTAIN PARTS OF SOCIETY COMPLETELY ABANDONED THE IDEA OF MILITARY SERVICE?

FATHER BROOKS WAS A STRONG ADVOCATE FOR THE NEED FOR A PROFESSIONAL OFFICER CORPS THAT WAS EXPOSED TO A BROAD DIVERSITY OF ACADEMIC THOUGHT AND UNDERPINNED WITH A SOLID GROUNDING IN JUDEO-CHRISTIAN ETHICS.

HE KNEW WE NEEDED A BRIDGE BETWEEN THE NATION AND THE MILITARY.

.....

THAT BRIDGE EXTENDED TO A BROADER CONSORTIUM OF SCHOOLS IN WORCESTER. BY JANUARY 1979, THE UNIT ENROLLED TEN SCHOLARSHIP STUDENTS FROM WORCESTER POLYTECHNIC INSTITUTE AND INCLUDED OTHER STUDENTS FROM CLARK UNIVERSITY, ASSUMPTION COLLEGE, AND WORCESTER STATE.

CURRENTLY INCLUDED ARE WORCESTER POLYTECHNIC AND WORCESTER STATE AND NOW, BROWN UNIVERSITY.

.....

JUST TWO YEARS AGO (2014), AN EMISSARY FROM THE NAVY VISITED THE DEAN AND OUTLINED A NAVY PROPOSAL TO MODIFY TO THE NROTC PROGRAM TO REDUCE THE NAVY'S SCHOLARSHIP COMMITMENT TO LIBERAL ARTS GRADS. UNDER THIS SCHEME, ONLY TECHNICAL MAJORS WOULD RECEIVE THE FULL SCHOLARSHIP. NON-TECHNICAL, LIBERAL ARTS GRADS WOULD GET A SIGNIFICANTLY LOWER TUITION STIPEND.

THE "DRAFT" PROGRAM WAS ALREADY BAKED INTO THE NAVY'S BUDGET!

CONCERNED MEMBERS OF THE O'CALLAHAN SOCIETY SAW THIS AS A CALL TO ACTION. IN A TEAM EFFORT, THE SOCIETY COLLECTED ITS POINTS AND WROTE THE NAVY TO MAKE THE CASE FOR ALL NROTC STUDENTS AT HOLY CROSS *AND THROUGHOUT THE ENTIRE COUNTRY.*

THE KEY POINTS MADE BY THE O'CALLAHAN SOCIETY WERE:

1. HOLY CROSS HAS CONSISTENTLY PRODUCED A QUALITY OF OFFICER THAT CAN SUCCEED IN THE NAVY'S TECHNICAL PROGRAMS.

FOR EXAMPLE, HOLY CROSS GRADS PERFORMED VERY WELL IN NUCLEAR POWER TRAINING. BILL MCCARTHY IS A GRAD... PIECE OF CAKE – RIGHT BILL MCCARTHY?!

2. UNDER THE PROPOSED SCHEME, LIBERAL ARTS DISCIPLINES WOULD BE PRICED OUT BY TECH MAJORS AND TECH GRADS.
3. LIBERAL ARTS INSTITUTIONS WOULD BE ADVERSELY AFFECTED.
4. THE SOCIETY MADE THE POINT THAT - JUST AS DIVERSITY OF RACE, COLOR, AND CREED ARE VALUED – SO TOO SHOULD DIVERSITY OF THINKING.

HAPPILY, THE O'CALLAHAN SOCIETY LETTER CAUSED THE SECRETARY OF THE NAVY TO RECONSIDER THE PROPOSAL, AND IT WAS STOPPED AT HIS DESK AT THE 12TH HOUR.

THE NAVY HAD FALLEN INTO THE TRAP THE REST OF THE COUNTRY HAD FALLEN INTO... THE NOTION THAT SAYS COLLEGE SIMPLY PREPARES YOU FOR A SPECIFIC JOB.

A 2013 ARTICLE 3/ IN THE WSJ ENTITLED, "WHY FOCUSING TOO NARROWLY IN COLLEGE COULD BACKFIRE" COVERS THE TREND AND THE PITFALLS OF TREATING COLLEGE AS A VOCATIONAL SCHOOL.

IT CONCLUDES THAT COURSES THAT FOCUS ON A NARROW FIELD ALSO MEAN THAT YOU MISS OUT ON COURSES THAT MIGHT BROADEN YOUR ABILITIES AND PREPARE YOU TO DEAL WITH *INEVITABLE* CHANGE.

THE NROTC UNIT HERE AT WORCESTER AND UNITS ACROSS THE LAND BRING THE NAVY TO THE NATION. IN THAT REGARD ALONE, NROTC IS IMPORTANT.

THROUGH THIS PROGRAM STUDENTS, PARENTS, NEIGHBORS, EDUCATORS, INFLUENCERS - SIDE-BY-SIDE -DEVELOP A GREATER UNDERSTANDING, APPRECIATION, AND RESPECT FOR EACH OTHER.

THE OFFICERS COMMISSIONED FROM HOLY CROSS AND FROM UNITS ACROSS THE LAND BRING A DIVERSITY OF KNOWLEDGE, TALENTS, EXPERTISE, AND BACKGROUNDS... THEY PROVIDE A FAR STRONGER AND MORE CAPABLE NAVY AND MARINE CORPS, THAN IF THE RANKS WERE FILLED FROM ANNAPOLIS ALONE.

I SAW THIS FIRST HAND IN MY NAVY CAREER... A SHIP WARDROOM OR AN AVIATION READY ROOM WITH NAVAL ACADEMY GRADS *AND* GRADS FROM CORNELL, MICHIGAN, UC BERKLEY AND HOLY CROSS WAS STRONGER THAN IF ALL ITS OFFICERS HAD BEEN CUT FROM THE SAME CLOTH.

SIMPLY STATED, WE NEED MORE THAN SPECIALISTS TO MAN TODAY'S FLEET AND MARINE CORPS. WE NEED BROADLY EDUCATED OFFICERS WITH DIVERSE BACKGROUNDS, WHO POSSESS SOUND CHARACTER AND A STRONG MORAL COMPASS.

THAT IS WHY OUR LATE COLLEGE PRESIDENT, FATHER BROOKS SUPPORTED ROTC AT HOLY CROSS. HE SAW THIS NEED.

HE KNEW THAT BRINGING TOGETHER ALL FACETS OF SOCIETY ... SERVING ONE ANOTHER ... WAS AND IS TO KEY TO STRENGTHENING THE NATION.

WHETHER IT IS ON THE NAVY'S SIDE *OR* THE COLLEGE'S SIDE WE HAVE TO WORK AT THIS RELATIONSHIP. WE CAN NEVER STOP BUILDING THAT BRIDGE AND WE CAN NEVER TAKE THIS VERY SPECIAL RELATIONSHIP FOR GRANTED!

TONIGHT, IT IS MOST APPROPRIATE TO RECOGNIZE THIS IMPORTANT ANNIVERSARY...AND TO RECOMMIT OURSELVES TO WHAT IT REALLY MEANS.

TOM BROKAW WROTE, RIGHTFULLY, ABOUT THE GREATEST GENERATION THAT FOUGHT WWII... HOWEVER, THE REAL STRENGTH OF OUR NATION IS THAT ENOUGH PEOPLE IN *EVERY* GENERATION – LIKE THE MIDS HERE TONIGHT – STEP UP AND SERVE.

AGAIN, IT WAS AN HONOR TO SPEAK TO YOU TONIGHT.

MAY GOD BLESS YOU ... HOLY CROSS ... ALL THOSE IN UNIFORM ACROSS THE GLOBE WHO STAND WATCH TONIGHT... AND, MAY GOD BLESS THE UNITED STATES OF AMERICA.

THANK YOU.

1. "The Holloway Plan – A Summary View and Commentary," Rear Admiral James L. Holloway, Jr. USN, November 1947 *Proceedings*

2. "A Gentleman's Agreement," Admiral James L. Holloway, Jr., U.S. Navy (Ret) and Jack Sweetman, September 1980 *Proceedings*

3. "Why Focusing Too Narrowly in College Could Backfire" by Peter Cappelli *Wall Street Journal* 11 November 2013.