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Operations research grew out of the application of mathematical modeling to certain types of military problems during World War II. This presentation tells the story of two 1915 West Point classmates who performed valuable operations research work for two Chiefs of Staff of the Army, even before the name operations research was coined. In 1932-1935, Douglas McArthur relied on the assistance of Dwight Eisenhower, and, in 1938-1941, George Marshall used the technical expertise of Omar Bradley to help them make important decisions. This presentation discusses the people and the technical matters with which they dealt. The West Point education of Bradley and Eisenhower will be discussed to show how they were prepared for later qualitative work. Focusing on a time of great historical importance, the presentation reveals the vital role these individuals played in the issues involved in America's preparations for World War II. (Received July 22, 2000)