



THE UNDER SECRETARY OF THE NAVY
WASHINGTON, D. C. 20350

April 3, 1981

MEMORANDUM FOR THE CHIEF OF NAVAL OPERATIONS

Tom,

The Secretary has a somewhat larger vision for "think tank" activity at Newport than you and I and Eddie Welch have heretofore discussed, as reflected in his attached memo to you. His idea is consistent, however, with what we discussed and what I believe needs to be done. I would make two points on the memo:

- o While I see the operating advantages of putting CAR and the War Games facility together, I do not know what the implications for doing so would be from Admiral Welch's point of view, and obviously that needs thought.
- o If you agree with the Secretary's proposal in principle, I would hope that any announcement would be confined to a simple, general statement, so as not to lock us into specifics, or to over-promise early results.

Also, I want you to know that, while I am keen on doing work at Newport, and feel much can be done there, I am not interested in doing it if you do not support it.


Robert J. Murray

EYES ONLY FOR CHIEF OF NAVAL
OPERATIONS



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Subj: Center for Naval Warfare

I have for sometime felt it desirable to create a center for naval warfare as a place where sustained thinking about naval matters and dialogue among naval officers and civilian experts could occur. I asked Bob Murray to consider the possibility for this as he developed his ideas for work at the War College. Bob has now shared with me his thoughts on what could usefully be done at Newport and I find them very consistent with my own ideas.

What I propose is that you and I jointly establish a Center for Naval Warfare Studies at the War College, chartered along the following lines:

- o To research and write on broad issues affecting the future of the Navy. For example, I would have the Center work on such large issues as naval forces in nuclear war, long-term strategic force alternatives, the prospective impact of new technologies on future naval forces, and the like. What I specifically do not have in mind is operations analysis and other micro-analysis, of which there is already an abundance. The Center could be a source of intellectual help for both of us on specific problems.
- o To bring about an expanded dialogue within the Navy, and between the Navy and the civilian intellectual community. The Center would be a place where new ideas on strategy and tactics would be debated, where the experiences of senior commanders leaving fleet jobs would be captured and shared, and where leading civilian experts could be brought to contribute ideas helpful to the Navy and helpful to public understanding of the Navy.
- o To test ideas on strategy, tactics and new concepts through war gaming and political/military simulations. CAR and the war gaming facility should be a productive combination.

The Center could be created by combining and building upon the capabilities of the present Center for Advanced Research and War Gaming facility. If you agree with the idea of such a center, could we announce it at the Current Strategy Forum next week, at least in general terms? It should be well and

publicly launched, and the CSF is a good forum for doing so. Also, with Bob Murray about to transition to Newport, it will be timely. Bob can subsequently work out the details with Eddie Welch and OPNAV, and the Center can be well underway by the summer.

lets talk

John F. Johnson