

CURRENT STRATEGY FORUM



U.S. NAVAL WAR COLLEGE
NEWPORT, RHODE ISLAND

22-24 JUNE 1982

CURRENT STRATEGY FORUM 1982

CONTENTS

Message from the Secretary of the Navy 3

Message from the President, Naval War College 5

Current Strategy Forum: Background, Planning and
Participation, Theme, Program 6

Tentative Schedule 8

General Information 10

 Personal Invitation 10

 Communications 10

 Guest Expenses 10

 Registration Fee 10

 Arrival Arrangements 10

 Guest Accommodations 10

 Travel to Newport 11

 Social Activities 12

 Dress 12

 Escorts 12

 Weather 12

The Naval War College 13

Campus Directory 15

Map—Approaches to Newport 16



CURRENT STRATEGY FORUM



THE SECRETARY OF THE NAVY WASHINGTON

MESSAGE FROM THE SECRETARY OF THE NAVY

It is my sincere pleasure to extend to you an invitation to participate in the 1982 Current Strategy Forum at the Naval War College, Newport, Rhode Island. This year's forum, the thirty-third in the series, will focus on "naval power, alliances, and forward defense." Presentations relating to this theme will be made by guest speakers whose expertise should provoke interesting discussion.

The forum provides a common ground for students at the Naval War College to exchange viewpoints with a wide spectrum of civilian and military guests. The theme, the perspectives of the principal speakers, and the thoughts of all participants will be examined in a schedule of seminar discussions, always a forum highlight.

Your views and participation will be an indispensable ingredient to the success of the forum and will help to improve understanding among all present. A hallmark of the Current Strategy Forum has always been the free and objective exchange of ideas among military and civilian participants. I will hope you join us and look forward to meeting you in Newport.

A handwritten signature in cursive script, reading "John F. Lehman, Jr.".

JOHN F. LEHMAN, JR.
Secretary of the Navy

CURRENT STRATEGY FORUM



NAVAL WAR COLLEGE NEWPORT, R.I.

MESSAGE FROM THE PRESIDENT

On behalf of the Secretary of the Navy, it is my distinct honor to once again serve as host of the annual Current Strategy Forum. Our theme this year will be "Naval Power, Alliance Ties and Forward Defense." To present the issues, we have invited prominent guest speakers to examine the complexities and present their views and projections in a series of addresses.

The mid-career officers representing all branches of the armed forces and a number of civilian agencies of our government who are our students at the Naval War College, engage in a curriculum of strategy, policy, defense economics, decision making, and naval operations, crammed into an intensive ten months of studies. They read widely, write extensively and explore concepts and issues with an ever more critical eye. The Current Strategy Forum provides our students with a unique opportunity to engage the results of their studies in an exchange of ideas with our distinguished guests who have their own wide-ranging views and experiences.

I sincerely expect that our guest speakers and the seminar discussions will stimulate a provocative interchange that will result in a better understanding and appreciation by all participants of the complexities involved in forming national strategic policy. I look forward to your attendance and to being your host in Newport.

A handwritten signature in cursive script that reads "Edward F. Welch, Jr.".

EDWARD F. WELCH, JR.
Rear Admiral, U.S. Navy

1982 CURRENT STRATEGY FORUM

22-24 JUNE 1982

THEME: "NAVAL POWER, ALLIANCE TIES, AND FORWARD DEFENSE: CHANGING FEATURES OF A FAMILIAR LANDSCAPE"

BACKGROUND

The Current Strategy Forum had its origin from Round Table Discussions first held in May 1949 for the purpose of bringing together a small number of prominent civilian and military guests with officers of the Naval War College to discuss future strategy of the United States. In 1951 under Vice Admiral Richard L. Conolly, then President of the Naval War College, the program was expanded to include a broader base of civilian guests, and gained Secretary of the Navy sponsorship under a more appropriate title of Global Strategy Discussions. Redesignated around a free and open exchange of views on major national and international issues presented by distinguished speakers, the event has established itself as an important highlight of each academic year. Another significant change in program format was made in 1973 by selection of a specific theme for each event thus narrowing the focus from broad policy discussions to a forum pointed toward examination of a current issue of strategic national importance. The Current Strategy Forum thus evolved from a concept which, despite shifts in title and scope, has retained its original overall purpose and objectives to provide a forum for the open exchange of educated civil-military viewpoints on important national issues.

PLANNING AND PARTICIPATION

Initial planning and organization for the spring Current Strategy Forum begins each fall with the collection of nominations for attendance by the College's Special Events Office. Nominations are typically received from past CSF attendees, students, faculty and staff, Secretary of the Navy's Office of Legislative Affairs, Chief of Naval Information, Director of Naval Administration, the Naval War College Foundation, the Navy League and numerous friends of the Naval War College. Contrary to some beliefs, prior military service or government affiliation are not prerequisites for selection of a nominee for invitation, rather the potential contribution a nominee might make or gain from attendance is considered foremost. Prospective attendee lists are screened to insure that invitations are extended to an appropriate regional and occupational mix of civilians prominent in their fields, together with Navy flag officers and flag/general officers from other services. A theme is selected and a program developed for CNO/SECNAV approval. Preparations continue upon approval of the program with guest speaker invitations, production of printed materials and, of course, mailing of invitations to selected nominees.

CURRENT STRATEGY FORUM

THEME

The Current Strategy Forum this year will focus on international and domestic issues that influence our alliances and defense posture thus bringing "changes to the features of a familiar landscape." Following the Secretary of the Navy's traditional opening remarks, distinguished guest speakers will present specific topics relating to the overall theme. First, the role of the United States in world diplomacy in the decade of the 1980s will be addressed, including a composite survey of the political, social and economic aspects effecting national policies. Secondly, the viewpoints of our major allies and key Third World nations will be examined to see how these nations perceive the United States and in particular, how they view our capabilities and options. Western world military trends and capabilities will be discussed next, including the military potential of certain Third World nations and a review of superpower balance with particular emphasis on new maritime strategy. Finally, the political use of U.S. forces in the 1980s will be analyzed along with the demands placed on the military, especially naval forces, and the implications of those demands.

PROGRAM

To assist in the appraisal of the theme, the CSF-82 program will include a series of addresses by distinguished individuals carefully selected for their expertise in specific areas. A question and answer period will follow each address, time permitting. Alternating with the addresses in Spruance Auditorium will be informal seminars consisting of 20-30 students and guests with a faculty moderator. This lecture/seminar method is similar to that employed by all academic departments at the Naval War College. We have experienced that the seminars add interesting dimensions to examination of the CSF theme and, while the actual discussion time is relatively short, permits all participants to enjoy greater perspective of the theme and complexity of the issues.

TENTATIVE SCHEDULE

(A detailed schedule of events will be provided to each guest on arrival.)

MONDAY, 21 JUNE 1982

----- Early arrivals. Guests check in at local hotels.
EVENING OPEN.

TUESDAY, 22 JUNE 1982

0800-1130 Earlybird Program (Optional)
Continental Breakfast (coffee/sweet rolls) available in Spruance Lobby.
----- Guest registration in Spruance Lobby—(Registration continues throughout the day for later arrivals.)
0850 Welcome by the President, Naval War College,
Rear Admiral Edward F. Welch, Jr., USN
(Spruance Auditorium)
0900 Naval War College Command Brief—to provide guests, especially first timers, with a view of our history, environment and functions.
0930 Update briefing on the Soviet Navy (Spruance Auditorium)
1015 Break—Coffee and refreshments in Spruance Lobby.
1030 "What's A War Game?" Demonstration (Sims Hall)
1130 No Host Luncheon Buffet at the Officers' Club.
1315 Remarks by the Secretary of the Navy,
The Honorable John F. Lehman, Jr. (Spruance Auditorium)
1345 Address: "Changing Features of a Familiar Landscape: The United States in the World of the 1980s."
(Spruance Auditorium) Q&A.
1500 Break—Refreshments in Spruance Lobby.
1530 Address: "Forward Defense and Allies: The View from Abroad."
(Spruance Auditorium) Q&A.
1700 Conclude seminars. Adjourn for the day.
1830 Secretary of the Navy Reception at the Officers' Club.

WEDNESDAY, 23 JUNE 1982

0745 Continental Breakfast available in Spruance Lobby.
0900 Seminar Groups convene in assigned rooms in Spruance, Conolly,
Hewitt Halls and Mahan Conference Center.
1000 Break—Refreshments in Spruance Lobby.
1020 Continue seminar discussions.
1130 Break for luncheons. Odd numbered seminars lunch at the Officers' Club; even numbered seminars at local restaurants.
1330 Address: "Western Capabilities and Trends: The U.S., Its Allies, and the Third World." (Spruance Auditorium) Q&A.
1445 Break—Refreshments in Spruance Lobby.
1500 Commence seminar discussions.
1700 Conclude seminars. Adjourn for the day.
1830 Naval War College Foundation Reception at the Officers' Club

TENTATIVE SCHEDULE

THURSDAY, 24 JUNE 1982

0745 Continental Breakfast available in Spruance Lobby.
0900 Address: "Political Uses of U.S. Force in the 1980s."
(Spruance Auditorium) Q&A.
1000 Break—Refreshments in Spruance Lobby.
1030 Commence final seminar discussions.
1130 Break for luncheons. Even numbered seminars lunch at the Officers' Club; odd numbered seminars at local restaurants.
1330 Closing remarks by the Chief of Naval Operations,
Admiral Thomas B. Hayward, USN (Spruance Auditorium)
1415 Farewell by the President, Naval War College.
Adjourn CSF-82. Guests depart.

GENERAL INFORMATION

PERSONAL INVITATION

The invitation sent to you with this brochure is a personal one and is not transferable.

COMMUNICATIONS:

Naval War College telephone numbers are:

Prior to 9 a.m., 21 June 1982
CSF Information, (401) 841-2271/4527

After 9 a.m., 21 June 1982
CSF Command Center, (401) 841-3550/3650

A limited number of telephones will be available in, or adjacent to, Spruance Auditorium lobby for guest's convenience in making outgoing business calls during the Forum.

GUEST EXPENSES

Guests are expected to pay for their own travel, meals and accommodations, as the Navy is not permitted to assume these expenses. Local transportation will be provided, however, on a limited basis.

REGISTRATION FEE

A registration fee of \$10.00 is requested from each guest to defray costs of a seminar luncheon, coffee and other amenities. It is suggested that the registration fee be forwarded with your acceptance to help us avoid administrative congestion when you arrive at the Naval War College. Fees will be refunded in event of your cancellation. Please make checks payable to Current Strategy Forum or, CSF-82.

ARRIVAL ARRANGEMENTS

The postage-paid CSF Administrative Data Card enclosed along with this information booklet contains two sections to be returned: Section A, biographical data and Section B, travel/accommodations information. Please complete and mail as early as possible. Prompt return will enable the administrative staff to make necessary and timely arrangements for your visit. About 10 days prior to your arrival a member of the CSF Administrative Staff will contact you or your secretary to confirm your arrival schedule.

GUEST ACCOMMODATIONS

The Naval War College has reserved blocks of rooms at local hotels for CSF guests. We expect to be able to hold these rooms until 7 June. As indicated in the Administrative Data Card, guests may request the Naval War College to make a

GENERAL INFORMATION

reservation in their name; however, it is preferred that guests make their own arrangements with hotels. In either case, reservations should be requested and confirmed by a deposit as early as possible. With CSF scheduled immediately prior to Naval War College graduation and the arrival of the Tall Ships for the Newport to Lisbon race on 27 June, hotel reservations may be difficult to obtain if you delay. To assist guests this year, a separate listing of hotels holding room blocks and their rates, plus other recommended hotels/rates, will be provided in the invitation package.

TRAVEL TO NEWPORT

Commercial Air: Eastern, United, USAir, and Pilgrim Airways provide regularly scheduled air service into T.F. Green Airport, Providence. This is the closest large airport to Newport and we urge you to plan flight itineraries for arrival/departure there if possible.

To assist you with return air travel, a reservations clerk from the Scheduled Air Line Ticket Office (SATO) will be present in Spruance Lobby during the Forum.

Private Air: Private and small military aircraft may land at the Newport State Airport which is only 4 miles from the Naval War College. The airport has two runways 3000 and 2600 feet respectively. Currently, fuel service is available only from Quonset State Airport or T.F. Green (Providence). State personnel are on duty 24 hours a day and guard UNICOM at 122.8 MHZ. Telephone for Newport Airport is (401) 846-2200.

Private and military aircraft may also land at Quonset State Airport across Narragansett Bay from Newport. Quonset has two runways, 8000 and 3000 feet respectively. Complete fuel service is available. Personnel are on duty at the airport 24 hours a day; however, the control tower is open only between 7 a.m. and 11 p.m. Only the 8000 foot runway is open at night and to ensure lighting, the airport should be advised of your arrival either on UNICOM 122.8 or telephone (401) 294-4504.

Automobiles: Guests traveling to Newport by automobile from points west may proceed via Route 138 over the Jamestown and Newport Bridges or through Providence on I-195 connecting with Rtes. 24/114 into Newport. From the Massachusetts Turnpike, Rte. 146 South to Providence will connect with I-195 and Rtes. 24/114 into Newport. Parking areas will be reserved adjacent to the Naval War College for all guests arriving by automobile. Please let us know if you intend to drive or rent a car so we may send you a vehicle pass.

Railroad: AMTRAK provides passenger service to Providence from New York, Boston, Washington and Philadelphia and connecting service from all other major cities.

Bus: Greyhound service is available from New York to Newport. Bonanza Bus Line service is available between Boston's Logan Airport and Providence. Direct bus service is also available from downtown Boston into Newport. The Rhode

GENERAL INFORMATION

Island Public Transit Authority (RIPTA) provides hourly bus service between Providence and Newport.

SOCIAL ACTIVITIES

CSF will be a concentrated three days of addresses by distinguished speakers, group seminars and social activities, including a reception at the Officers' Club hosted by the Secretary of the Navy. Along with these scheduled events, individual committees traditionally plan for daily luncheons and an evening social get-together. Spouses of guest participants will be included in the evening social events and are welcome to attend addresses in Spruance Auditorium. Space limitations, unfortunately, make it impossible for them to take part in group seminars.

DRESS

Civilian business suit or sport jacket are considered appropriate attire for both military and civilian guest participants. For the Secretary of the Navy's evening reception, active duty military personnel are expected to wear the summer white uniform or its equivalent for members of other services. Name tags will be provided for all guests.

ESCORTS

A limited number of officers will be available to assist guest participants in getting to Newport upon their arrival in the area. If you are unfamiliar with the Newport area and feel that an escort would be helpful, please so indicate on the Administrative Data Card, Section B.

WEATHER

June weather in Newport is usually pleasant with mild days and cool nights. We do suggest, however, that you plan to bring a raincoat or light topcoat in event of an unscheduled spring shower.

CSF-82 STAFF

Program Chairman
Director, Administrative Staff
Support Coordinator
Public Affairs/Media
Social Coordinator
Senior Escort Officer
Accommodations
Publications
Graphics

The Honorable R.J. Murray
Captain T.J. McEnaney, Jr., USN
Commander C.F. Ake, USN
Commander C.M. Cummins, USN
Commander P.J. Lumianski, USNR
Commander D.A. Albrecht, JAGC, USN
Ensign S. Hardy, USNR
Mr. R.P. Levesque
Mr. A. Sarro

U.S. NAVAL WAR COLLEGE



On October 6, 1884, the Secretary of the Navy, William E. Chandler, issued General Order No. 325 establishing "a College for an advanced course of professional study for naval officers, to be known as the Naval War College." Founded in Newport, Rhode Island, the Naval War College is the oldest war college in the nation. Commodore Stephen B. Luce was the first president of the College, and his faculty included a naval professor and an army officer. Today this joint faculty has grown to include officers of all the armed services as well as representatives of appropriate fields in the social and physical sciences. The second president of the War College, a former member of the faculty, was the great naval historian, Captain Alfred Thayer Mahan. His lectures and writings on sea power contributed much to the development of the curriculum and brought prestige to the College.

Functioning continuously since 1884, except for brief periods during the Spanish-American War and World War I, the War College numbers among its graduates such distinguished naval officers as Admirals Sims, Spruance, King, Nimitz, and Halsey, as well as many international naval officers who have held or are presently holding prominent positions in their respective countries.

The mission of the Naval War College is to enhance the professional capabilities of its students to make sound decisions in the highest command and management positions and to conduct research leading to the development of advanced strategic and tactical concepts for the future employment of naval forces.

From its initial, single course of instruction, the Naval War College has evolved into four resident colleges, with approximately 350-400 students selected each year to attend these colleges on the basis of seniority, professional background and nationality. The student body consists of U.S. military officers from all branches of the armed forces, career civilians from a variety of government agencies and international naval officers. The College of Naval Warfare (CNW) is the senior U.S. school, while its counterpart, the Naval Command College (NCC) is the senior international officers' school. The College of Naval Command and Staff (CNC&S) is for middle-grade U.S. officers and career civilians, and the Naval Staff College (NSC) includes mid-career international officers enrolled in a five-month program.

The curriculum is divided into trimesters: Strategy & Policy, the study of fundamental military strategy with emphasis on maritime applications, foreign policy and their interrelationships; Defense Economics and Decision Making, the study of allocation of limited national resources to defense programs consistent with national goals; and Naval Operations, an appreciation and study of naval force employment in execution of naval missions.

The balance between Strategy, DEDM and Naval Operations varies among the resident courses taught at the Naval War College. The senior courses emphasize Strategy, the College of Naval Command and Staff emphasizes Naval Operations,

U.S. NAVAL WAR COLLEGE

the International Naval Staff College emphasizes the military planning and decision-making process.

In addition to the four resident schools, the Naval War College extends its academic program off-campus through the Center for Continuing Education in a series of correspondence courses and an Off-Campus Seminar Program. Two, twelve-day Reserve Officer courses in Defense Economics and Strategy and Policy are also offered annually for candidates selected by the Chief of Naval Reserve.

The Center for Naval Warfare Studies was established late in 1981 to provide greater direction to strategic thinking within the Navy. The Center incorporated three existing War College elements—the Center for Advanced Research (CAR), the Center for War Gaming (CWG) and the *Naval War College Review*—plus a new element, the Strategic Studies Group (SSG), formed under a concept developed by, and in direct support of, the CNO. The SSG is comprised of a small number of hand-picked, Navy and Marine Corps officers who each devote about a year to research and formulation of ideas. CAR provides the opportunity for selected resident students and graduate fellows to pursue advanced strategic and tactical concepts. The CWG, with its expanding, more capable electronic gaming system, provides support to the SSG, the War College curriculum, operational units of the Atlantic Fleet and NATO. The *Review* provides a means for SSG and CAR fellows to publish their writings as well as a vehicle for printing other articles related to the academic and professional activities of the Naval War College.



COAT OF ARMS

The trident rising from the waves symbolizes mastery of maritime activities. The three tines of the trident allude to the requirement for the fundamental knowledge of strategy, tactics and logistics necessary to an increased understanding of naval warfare. The helmsman's wheel alludes to the objectives of the Naval War College and the laurel wreath which encircles the wheel symbolizes accomplishment of the mission.

CAMPUS DIRECTORY

The Naval War College's campus includes eight buildings on Coasters Harbor Island in Narragansett Bay, the oldest of which is over 160 years in age.

Founders Hall was built in 1819 by the City of Newport as an alms house. It was donated to the Navy in 1881. The first Naval War College classes were held in it from 1884 to 1892, when the College relocated to the newly-built Luce Hall.

Luce Hall was joined in 1903 by Mahan Hall. In the 1930s, Mahan Hall was enlarged and Pringle Hall was added. The three buildings are connected.

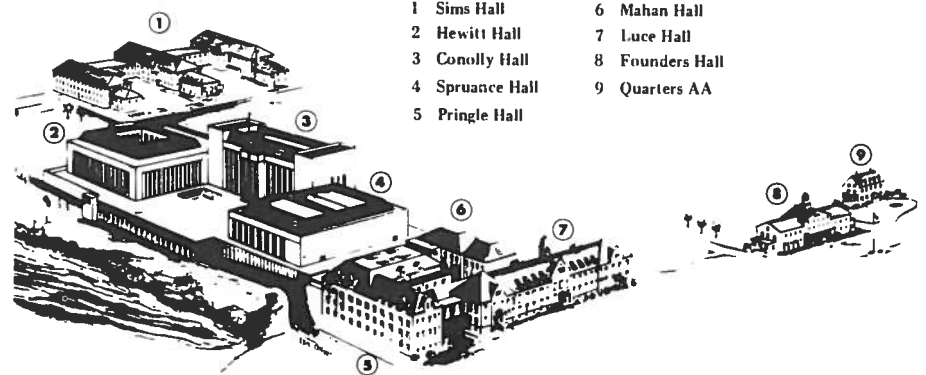
Sims Hall, a barracks built in 1904, was renovated and added to the College in 1946.

Most recent of the College's buildings are Spruance Hall, Conolly Hall and Hewitt Hall, completed in 1972, 1974 and 1976, respectively.

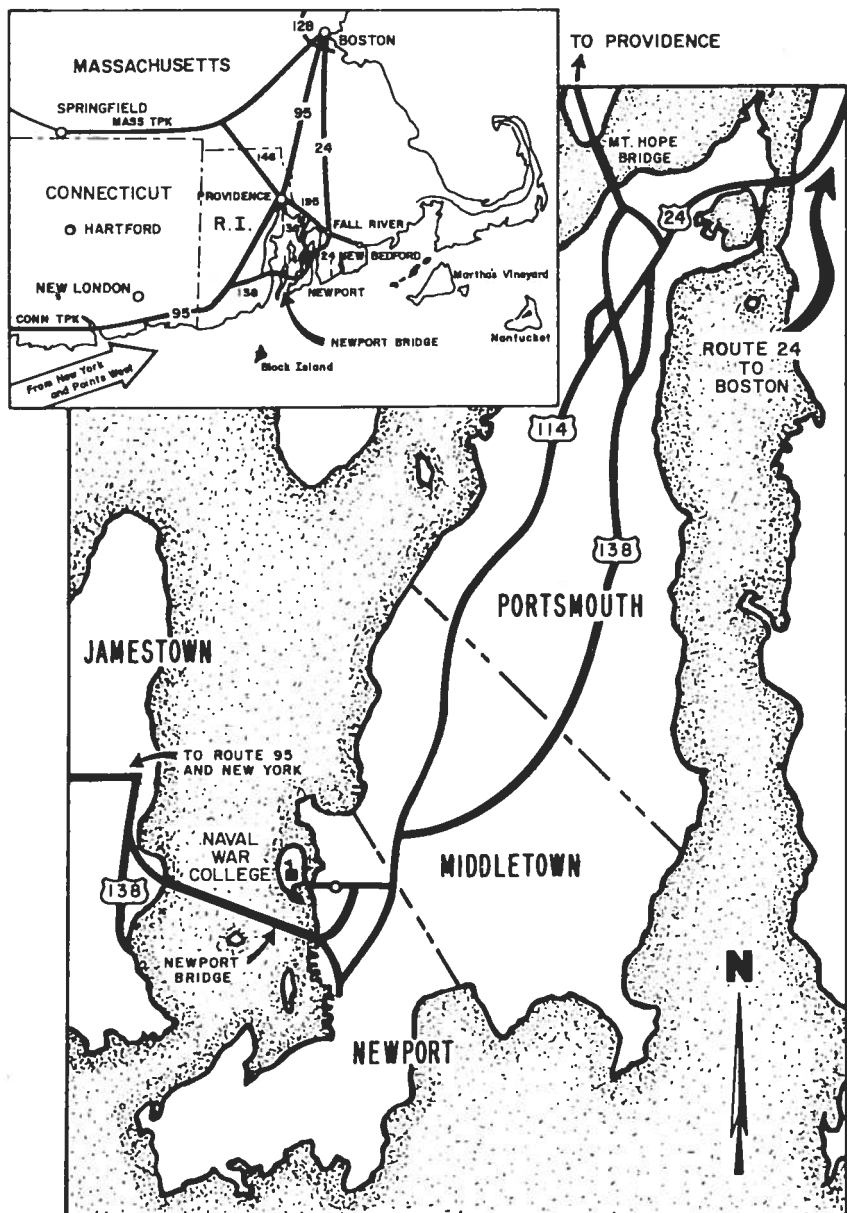
Currently, the buildings contain the following:

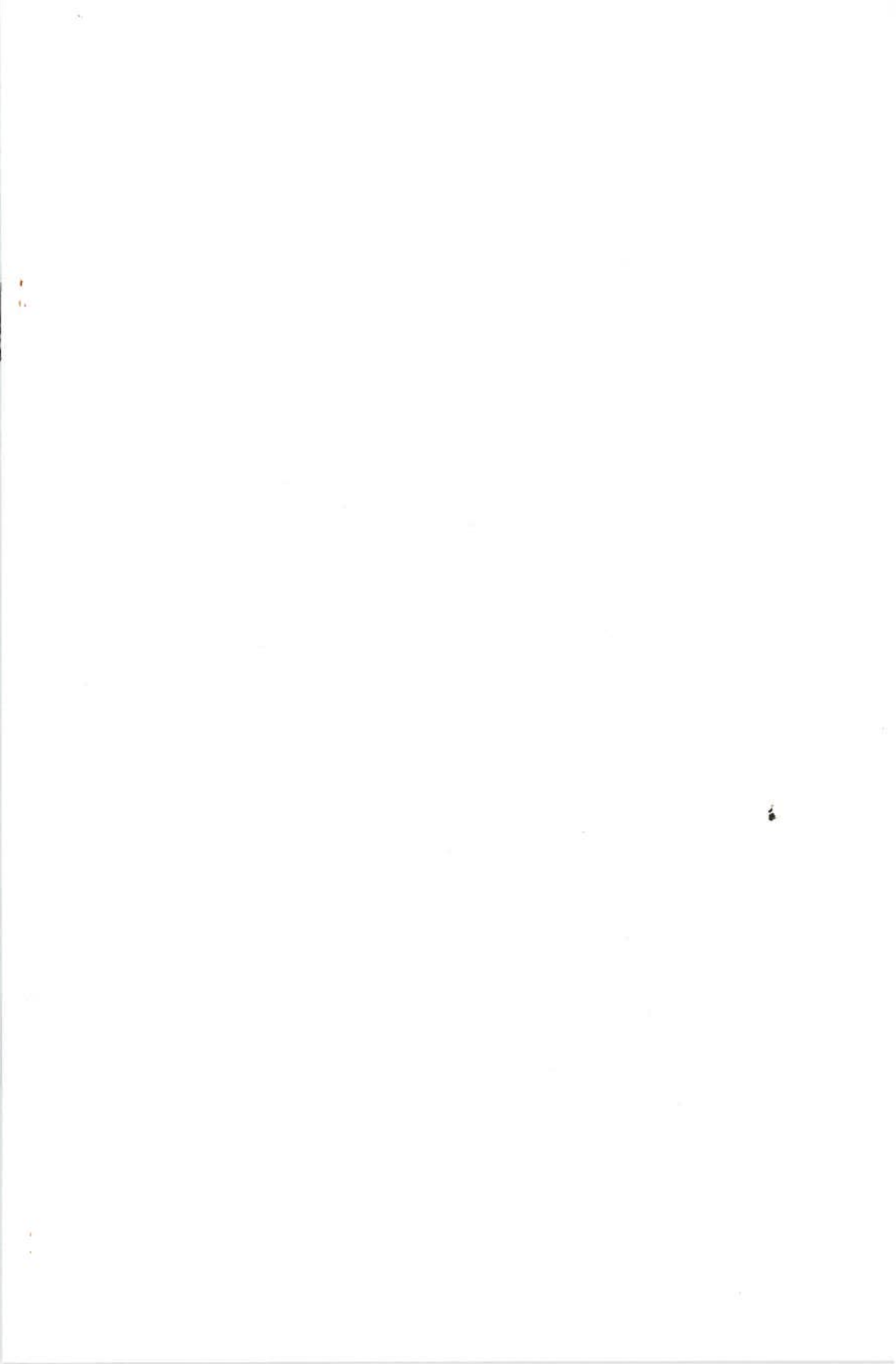
- Founders Hall - Naval War College Museum
- Luce Hall - Naval Command College, Center for Continuing Education, Naval War College Foundation, Inc.

- Mahan Hall - Conference Center, Naval Historical Collection
- Pringle Hall - Center for Naval Warfare Studies, Naval Staff College, *Naval War College Review* offices, auditorium, graphic arts studio, photo lab
- Sims Hall - Center for War Gaming
- Spruance Hall - Auditorium, faculty offices, seminar rooms, audio visual workshops, underground parking
- Conolly Hall - President's office, administrative staff offices, faculty offices, seminar and conference rooms, staff lounge, printing and word processing shops, underground parking
- Hewitt Hall - Library, bookstore, student study areas, seminar rooms, student lounge, underground parking



APPROACHES TO NEWPORT





SCHEDULE OF EVENTS

TUESDAY, 22 JUNE

- 0800-1315 Optional Earlybird Program.
0850 Welcome by the President, Naval War College, Rear Admiral Edward F. Welch, Jr., U.S. Navy
- 0900 Naval War College Command Briefing in Spruance Auditorium, providing guests with a view of the Naval War College environment, history and functions
- 0930 Briefing on the Soviet Navy, Spruance Auditorium.
1030 "What's a War Game?" Center for War Gaming, Sims Hall. A demonstration of war gaming techniques for guests.
- 1130 Earlybird Program concludes. "No host" Buffet Luncheon available for CSF guests at the Officers' Club. Naval War College Museum and buildings open for guest walk throughs.
- 1315 CSF 82 convenes in Spruance Auditorium with opening remarks by the Secretary of the Navy, The Honorable John F. Lehman, Jr.
- 1345 Address: "Changing Features of a Familiar Landscape: The U.S. in the World of the 1980s." Speaker will be Dr. Paul Wolfowitz, Director, Policy Planning Staff, U.S. State Department. Q and A period follows.
- 1500 Break
1530 Address: "Forward Defense and Allies; the View from Abroad." Speaker will be Admiral Sir James Eberle, GCB, ADC, Royal Navy, CINC Naval Home Command. Q and A period to follow.
- 1645-1700 Seminar Groups assemble for brief organizational meetings.
- 1830-2030 Secretary of the Navy Reception at the Officers Club.

WEDNESDAY, 23 JUNE

- 0900 Seminar groups convene in assigned rooms in Spruance, Conolly, Hewitt, Luce, Mahan Conference Center and the Library Reading Room.
- 1130 Break for lunch. Odd numbered seminars to the Officers' Club; even numbered seminars to local restaurants.
- 1330 Address: "Western Capabilities and Trends: The U.S., Its Allies, and the Third World." Speaker will be Admiral George E.R. Kinnear, II, U.S. Navy, U.S. Representative to the NATO Military Committee. Q and A period to follow.
- 1500-1700 Seminar Discussions.
1830-2030 Naval War College Foundation Reception at the Officers' Club.

THURSDAY, 24 JUNE

- 0900 Address: "Political Uses of U.S. Force in the 1980s." Speaker to be The Honorable Francis J. West, Jr., Assistant Secretary of Defense for International Security Affairs. Q and A to follow.
- 1030-1130 Final seminar discussions.
1130 Break for lunch. Even numbered seminars to the Officers' Club; odd numbered seminars to local restaurants.
- 1330 Remarks by the Chief of Naval Operations, Admiral Thomas B. Hayward, U.S. Navy.
- 1415 Farewell by the President, Naval War College, Rear Admiral Edward F. Welch, Jr., U.S. Navy.

BUS SCHEDULE

MONDAY, 21 JUNE

- 1800-2230 Minibus shuttle from Howard Johnson's, Navy Lodge, Harbor Base Motel and downtown Newport, departing Howard Johnson's on the hour. Return transportation as required from Seaman's Church, Bannisters Wharf.

TUESDAY, 22 JUNE

- 0800-0900 Buses shuttle between hotels, motels, BOQ and Spruance Hall.
1015-1030 Bus shuttle—Spuance to Sims Hall.
1130-1200 Bus shuttle—Sims Hall to Officers' Club and hotels.
1200-1315 All transportation shuttle from Officers' Club and local hotels/motels to Spruance Hall.
1700-1900 All transportation shuttle from Spruance Hall to local hotels/motels and back to Officers' Club.
2000-2100 All transportation shuttle from Officers' Club to local hotels/motels.

WEDNESDAY, 23 JUNE

- 0745-0900 All transportation shuttle from local hotels/motels to Spruance Hall.
0945-1015 Minibus transportation from local hotels/motels for guests' wives—to the President's House.
1130-1200 Minibus transportation for guests' wives from President's House to Officers' Club and downtown Newport or hotels/motels.
1130-1330 All transportation shuttle from Spruance Hall entry to Officers' Club. Transportation to restaurants as available.
1330-1630 Wives bus tour of Newport. (Scheduled separately)
1700-1900 All transportation shuttle from Spruance Hall to local hotels/motels and Officers' Club.
2000-2100 All transportation shuttle from Officers' Club to local hotels/motels.

THURSDAY, 24 JUNE

- 0745-0900 All transportation shuttle from local hotels/motels to Spruance Hall.
1130-1330 All transportation shuttle from Spruance Hall entry to Officers' Club. Transportation to restaurants as available.
1415-untill All transportation as available to shuttle as necessary to assist departing guests.

NOTE: Guests baggage may be stored temporarily at the College on day of departure.