

# **CURRENT STRATEGY FORUM**



**U.S. NAVAL WAR COLLEGE  
NEWPORT, RHODE ISLAND**

**18-20 JUNE 1985**

## CURRENT STRATEGY FORUM 1985

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## 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 1985 Current Strategy Forum at the Naval War College, Newport, Rhode Island. This year's Forum, the thirty-sixth in the series, will focus on "Conventional Deterrence: Global Order and Maritime Power." Presentations relating to this theme will be made by guest speakers whose expertise should provoke interesting discussions.

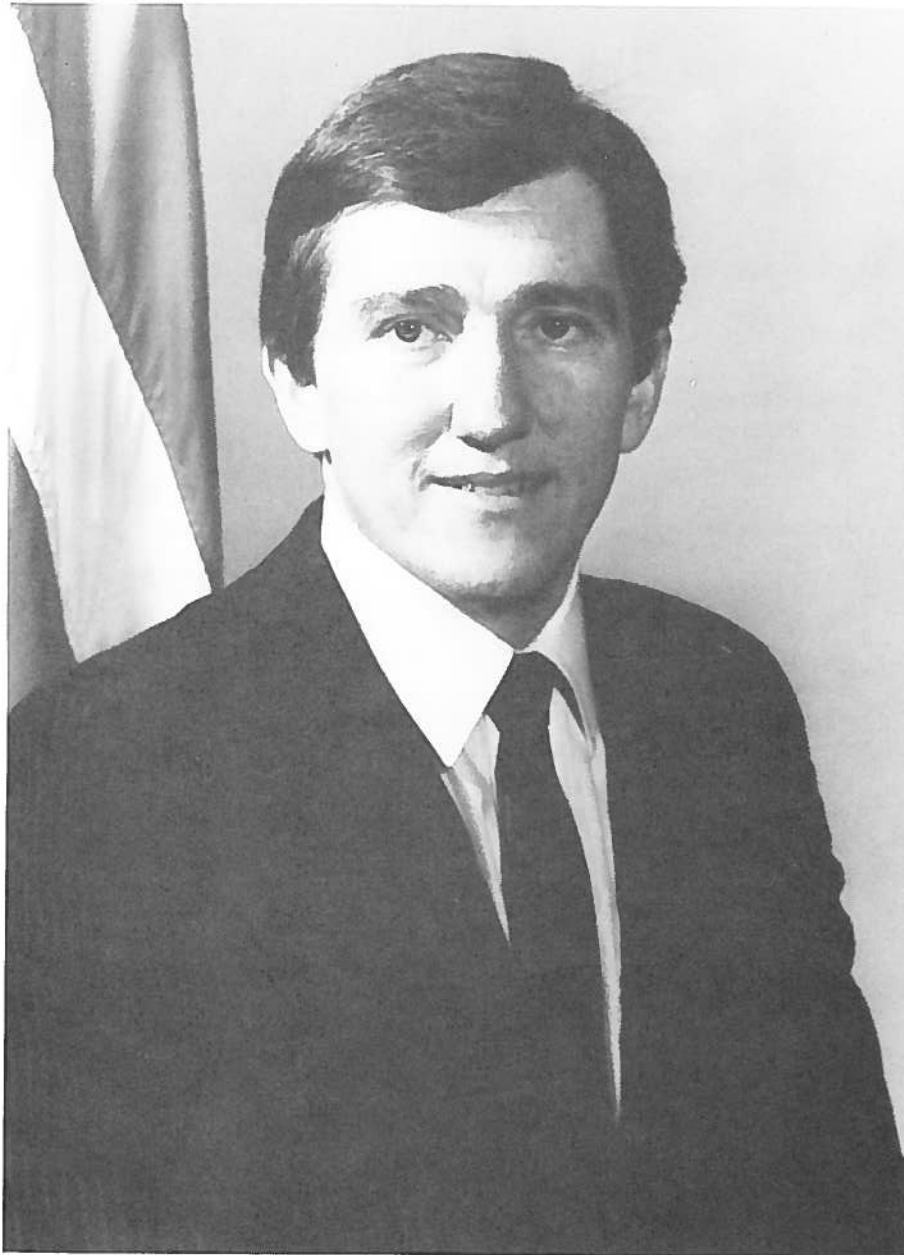
The Forum provides a common ground for students at the Naval War College to exchange viewpoints with a wide spectrum of civilian and military guests. The theme, the perspectives of the principal speakers and the thoughts of all participants will be examined within a schedule of seminar discussions—always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

A hallmark of the Current Strategy Forum has always been the free and objective exchange of ideas among military and civilian participants. Your views and participation will be an indispensable ingredient to the success of the Forum and will help to improve understanding among all present.

I hope you will join us, and I look forward to meeting you in Newport.

A handwritten signature in black ink, reading "John Lehman".

JOHN LEHMAN





## CURRENT STRATEGY FORUM



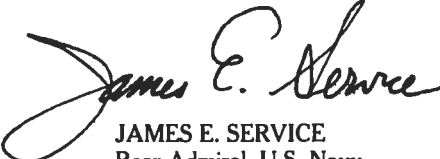
### NAVAL WAR COLLEGE NEWPORT, R.I.

#### MESSAGE FROM THE PRESIDENT

On behalf of the Secretary of the Navy, it is my distinct honor to once again serve as host to the annual Current Strategy Forum. Our theme this year will be "Conventional Deterrence: Global Order and Maritime Power." 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 representatives from various agencies of our government, who are students at the Naval War College, engage in an intense ten month study of strategy, policy, defense economics, decision making and naval operations. 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 you, our distinguished guests.

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

  
JAMES E. SERVICE  
Rear Admiral, U.S. Navy

## **THEME "CONVENTIONAL DETERRENCE: GLOBAL ORDER AND MARITIME POWER."**

### **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. Redesigned 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 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, 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.

### **THEME**

This year the Current Strategy Forum will focus on "Conventional Deterrence: Global Order and Maritime Power." Complimenting the Secretary of the Navy's remarks at the Forum, a series of distinguished guest speakers will examine specific aspects of the theme. These include the historical evolution of deterrence, the current U.S. maritime strategy, and the prospects for the use of conventional naval and marine forces in enhancing deterrence in the future. This mixture of historical, theoretical, and practical discussion will illuminate the problems which the Navy and the Marine Corps face in their current tasks and in developing plans for future operations.

### **PROGRAM**

To assist in the appraisal of the theme, the Current Strategy Forum 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 seminars add interesting dimensions to examination of the CSF theme and, while the actual discussion time is relatively short, permit all participants to enjoy greater perspective of the theme and complexity of the issues.

### **MEDIA POLICY**

The general sessions in Spruance Auditorium are "on-the-record." Remarks may be quoted during both the presentation and question and answer period. The classroom seminars are "not-for-attribution." Remarks may be used, but should not be attributed to specific individuals in order to encourage a frank intellectual and academic exchange.

## TENTATIVE SCHEDULE

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

### MONDAY, 17 JUNE 1985

---- EARLY ARRIVAL, GUESTS CHECK IN AT LOCAL HOTELS, EVENING OPEN.

### TUESDAY, 18 JUNE 1985

- 0800- Earlybird Program, Spruance Auditorium (Optional)  
0945 Continental Breakfast (coffee/sweet rolls) available in Spruance Lobby.
- Guest registration in Spruance Lobby—(Registration continues throughout the day for late arrivals.)
- 0810 Welcome by the President, Naval War College.
- 0820 Naval War College Command Brief—to provide guests, especially first time visitors, with a view of our history, environment and functions.
- 0850 “U.S. Navy History, Missions and Organization,” (An overview including a summary of 209 years of naval history, the missions of the modern navy and its administrative organization.)
- 0920 Update briefing on the Soviet Navy.
- 0950 Break—Coffee and refreshments in Spruance Lobby.
- 1030 CURRENT STRATEGY FORUM 1985 commences. Opening Remarks and Welcome to Attendees (Sпруance Auditorium).
- 1045 First Theme Address. (Speaker to be announced) Question and Answer period to follow. Spruance Auditorium.
- 1200 No-Host Luncheon at Commissioned Officers’ Mess Open or local restaurants.
- 1330 Keynote Address on Forum Theme. (Speaker to be announced.) Question and Answer period to follow.
- 1430 Break—Refreshments in Spruance Lobby.
- 1445 Seminar Groups convene in assigned rooms in Spruance, Conolly, Hewitt Halls and Mahan Conference Center.

## TENTATIVE SCHEDULE

1700 Conclude seminar discussions, adjourn for the day.

1830 Secretary of the Navy Reception at the Officers’ Club.

### WEDNESDAY, 19 JUNE 1985

- 0730 Continental Breakfast available in Spruance Lobby.
- 0830 Second Theme Address. (Speaker to be announced). Question and Answer period to follow. Spruance Auditorium.
- 0930 Break—Refreshments in Spruance Lobby.
- 1000 Seminar Groups meet in assigned rooms.
- 1200 Break for Luncheons. Even numbered seminar groups lunch at Officers’ Club, Odd numbered groups lunch at War College or in local restaurants.
- 1330 Third Theme Address. (Speaker to be announced). Question and Answer period to follow. Spruance Auditorium.
- 1430 Break—Refreshments in Spruance Lobby.
- 1500 Seminar Groups meet in assigned rooms.
- 1700 Conclude seminar discussions, adjourn for the day. (Evening free)

### THURSDAY, 20 JUNE 1985

- 0730 Continental Breakfast available in Spruance Lobby.
- 0830 Fourth Theme Address. (Speaker to be announced). Question and Answer period to follow. Spruance Auditorium.
- 0930 Break—Refreshments in Spruance Lobby.
- 1000 Seminar Groups meet in assigned rooms.
- 1200 Break for Luncheons. Odd numbered seminar groups lunch at Officers’ Club, Even numbered groups lunch at War College or in local restaurants.
- 1330 Closing remarks and farewell by the President, Naval War College. Adjourn CSF-85. 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., 15 June 1985

CSF Information, (401) 841-2271/4527

After 9 a.m., 15 June 1985

CSF Command Center, (401) 841-3550/3500

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 \$15.00 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 returned on request in the event of your cancellation. Please make checks payable to Current Strategy Forum or CSF, and return with the A, B sections of the Administrative Data Card.

### 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. The return of both your RSVP card and Sections A and B of the Administrative Data Card will serve as a confirmation of your intentions to attend CSF-85.

### 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 4 June. As

## GENERAL INFORMATION

indicated in the Administrative Data Card, guests may request the Naval War College to make a 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. To assist guests, a separate listing of hotels holding room blocks and their rates, plus other recommended hotels/rates, is provided in the invitation package.

### TRAVEL TO NEWPORT

**Commercial Air:** American, Eastern, United, US Air, Piedmont and Ransome Airlines provide regularly scheduled air service into T.F. Green Airport, Providence, Rhode Island. 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 Airlines Traffic Office (SATO) will be present in Conolly Hall

**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 daily, seven days a week, 0800 to 1600. 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 4000 feet respectively. Operations personnel are on duty at the airport 24 hours a day. Civilian fuel service is available seven days a week, from 0800-1700. Military fuel service is available at the Air National Guard side, Monday-Friday, 0730-1630. The control tower operates from 0700-2300 (121.2 MHZ) and UNICOM (122.8 MHZ) is available 2300-0700. Lighting for the 8000 foot runway can be activated by the tower, UNICOM, or an installed MALSR system which operates on the tower frequency. Operations at Quonset State can be contacted at (401) 294-4504.

**Rental Autos:** Due to the heavy volume of tourist business in Newport, advance reservations are recommended. Both Hertz and Avis have offices in Newport and other major rental companies have locations at T.F. Green Airport (Providence).

**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.

## GENERAL INFORMATION

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. For your convenience, a vehicle pass is included as part of the Administrative Data Card (Section C). Please place the vehicle pass in the left front windshield to gain admittance to the Naval Base and War College.

**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 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. 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 for men, and afternoon dresses or suits for women are considered appropriate for all events.

**Military:** Navy—Summer White  
Army—Class A "Green"  
Air Force—Combination 4 "A"  
Marine Corps—Service "C"  
Coast Guard—Tropical Blue

**Note:** Active duty and reserve personnel attending under orders are encouraged to attend in uniform. Name tags will be provided for all guests.

## ESCORTS

A number of officers will be available to assist guest participants in Newport upon their arrival in the area. If you are unfamiliar with the

## GENERAL INFORMATION

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-85 STAFF

Program Chairman	Dr. R.S. Wood
Assistant Program Chairman	Prof. J.R. Kurth
Director, Administrative Support	CDR D.J. Foley, USNR
Support Coordinator	Ms. L.A. Lingard
Public Affairs/Media	CDR S. Becker, USN
Social Coordinator	CDR P. Odell, USN
Publications	Mrs. L. Cabeceiras
Graphics	Mr. I. Oliver





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

In 1983, the Chief of Naval Operations directed the establishment of an 8 week Executive Development course entitled The Senior Course on Integrated Warfare for Post Command officers unable to attend the full 10 month program. While the course is necessarily shorter than the full ten month program, it incorporates the relevant parts of the longer course in order to deepen the naval officer's understanding of the wider world in which they exercise their professional skills. Portions of the course examine the national security environment, the relationship between strategic theories and the military's

## U.S. NAVAL WAR COLLEGE

actual capacity to implement these theories, the appropriateness of military means to achieve the political ends of the nations and the manner in which military advice is incorporated, or fails to be incorporated, into national policy.

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 Navy 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 Center for Advanced Research, Conference Center, Naval Historical Collection

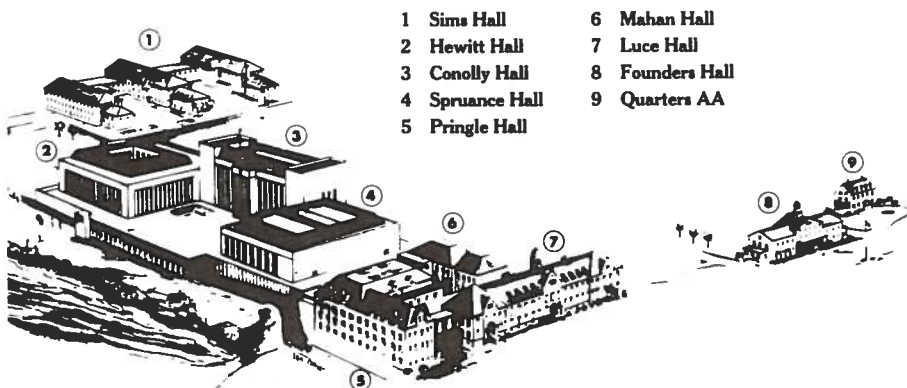
Pringle Hall Center for Naval Warfare Studies, Naval Staff College, Naval War College Review offices, auditorium, graphic arts studio, photo lab

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





## POCKET SCHEDULE OF EVENTS

### TUESDAY, 18 JUNE

0830-0930 "Optional" Early Bird Program (Spruance Auditorium).  
0830 Welcome by the President, Naval War College, Rear Admiral James E. Service, U.S. Navy.  
0835 Naval War College Command Briefing.  
0900 Update briefing on the Soviet Navy, CAPT G.W. Hartman, USN.  
0930 "Early Bird" program concludes.  
1000 CSF-85 convenes in Spruance Auditorium with remarks by the President, Naval War College.  
1015 Address: "Global Order and a National Strategy of Deterrence," Prof. John N. Moore, Univ. of VA. (Question and Answer period to follow)  
1145-1315 Break for lunch: Even numbered Seminars to lunch at Officers' Club. Odd numbered seminars to lunch as arranged by seminar moderator.  
1330 Keynote Address: Secretary of the Navy, The Honorable John F. Lehman, Jr. (Question and Answer period to follow)  
1430 Break.  
1445 Seminar groups assemble in assigned rooms.  
1700 Conclude first day's session.  
1830-2030 Secretary of the Navy's Reception at Officers' Club.

### WEDNESDAY, 19 JUNE

0830 Address: "Order and Deterrence in Low Intensity Conflict," General Alexander Haig, USA (Ret.) (Question and Answer period to follow)  
0930 Break.  
✓ 1000 Seminar groups reconvene in assigned rooms.  
1145 Break for lunch: Odd numbered seminars to lunch at Officers' Club. Even numbered seminars to lunch as arranged by seminar moderator.  
1330 Address: "Maritime Power and Deterrence," Admiral James D. Watkins, USN, Chief of Naval Operations. (Question and Answer period to follow)  
1430 Break.  
✓ 1445 Reconvene seminar groups in assigned rooms.  
1700 Conclude seminar sessions.  
— Evening free.

### THURSDAY, 20 JUNE

✓ 0830 Reconvene seminar groups in assigned rooms.  
0945 Break.  
1000 Address: "Deterrence in the Pacific Basin," Admiral Sylvester R. Foley, Jr., USN, Commander in Chief U.S. Pacific Fleet. (Question and Answer period to follow)  
1115 Closing remarks by President, Naval War College.  
1130 CSF-85 concludes.

**NOTE:** Addresses: Scheduled in Spruance Auditorium  
Seminars: Scheduled in rooms as assigned

## BUS SCHEDULE

### TUESDAY, 18 JUNE

0700-1000 Buses shuttle between hotels, motels, BOQ and Spruance Hall.  
1130-1315 Lunch shuttle to and from Officers' Club and Spruance Hall.  
1700-1900 All transportation shuttle from Spruance Hall to hotels and then return to Officers' Club.  
2000-2100 All transportation shuttle from Officers' Club to hotels.

### WEDNESDAY, 19 JUNE

0700-0830 All transportation shuttle from local hotels to Spruance Hall.  
1045-1115 Transportation from hotels to the President's House, for guests' wives.  
1130-1315 Lunch shuttle to and from Spruance Hall and Officers' Club.  
1300-1630 Spouse bus tour of Newport, departs from the President's House.  
1700-1800 All transportation shuttles from Spruance Hall and hotels.  
Evening Free No transportation scheduled.

### THURSDAY, 20 JUNE

0700-0830 All transportation shuttle from local hotels to Spruance Hall.  
1130-until All transportation as available to shuttle as necessary to assist departing guests.

**HOTELS SERVED BY SHUTTLE SERVICE:** Sheraton, Treadway, Viking, Howard Johnsons, Harbor Base.

**HOTEL DEPARTURES:** 18, 19, 20 June - 0700, 0730, 0800, 0830

18 June Only - 0900 & 0930 and 1800 & 1830

**COLLEGE DEPARTURES:** 18, 19 June - 1700, 1730, 1800

**OFFICERS' CLUB DEPARTURES:** 18 June - 2000, 2030, 2100

**Note:** Guests' baggage may be stored temporarily at the College on the day of departure.