

*Encl (3)*

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Ser: C314/54  
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FIRST ENDORSEMENT on PIESNAVWARCOL ltr Ser: 2014 of 27 June 1969

From: Chief of Naval Personnel  
To: Chief of Naval Operations

Subj: Seapower Symposium at the Naval War College, 17-20 November 1969;  
report concerning

1. Forwarded, concurring with the proposed sponsorship and structure of the Symposium as outlined.
2. As indicated by the Chief of Naval Operations endorsement to reference (a), it is assumed funding will be provided for by the Office of the Chief of Naval Operations.
3. Due to the short planning time remaining, it is recommended that direct liaison be established between a designated OPNAV representative and the President, Naval War College.
4. RADM KINNEY will plan to represent the Chief of Naval Personnel at the proposed meeting in July, when confirmed.

*J. J. Arania*  
V. J. [unclear]  
TV [unclear]

Copy to:  
PRESNAVWARCOL



NAVAL WAR COLLEGE  
NEWPORT, RHODE ISLAND  
02840

X  
Ser 2014  
27 June 1969

From: President, Naval War College  
To: Chief of Naval Operations  
Via: Chief of Naval Personnel

Subj: Seapower Symposium at the Naval War College, 17-20 November 1969;  
report concerning

Ref: (a) PRESNAVWARCOL ltr ser 549 of 24 Feb 69

Encl: (1) Seapower Symposium Sponsorship  
(2) Concept of Symposium  
(3) Questions for Discussion

1. The general concept of a Seapower Symposium as proposed by reference (a), as modified by Chief of Naval Operations endorsement ser 67P60 of 23 Apr 1969, was approved by the Secretary of the Navy on 2 June 1969. This letter outlines current planning and proposes a meeting to discuss some unresolved questions.

2. The Symposium is conceived as a four day session from 17 through 20 November 1969. Enclosure (1) outlines the supporting rationale for the conduct of the Symposium as a Naval War College sponsored forum.

3. Enclosure (2) describes the structure of the Symposium as presently envisioned. Designed to produce active participation by attendees, the Symposium thrust rests upon a continuing and factual examination of the current maritime developments, common areas of interest, regional and international topics. The focus would be on the encouragement of future multi-national regional, naval cooperative measures in the maintenance of peace and stability in world sea areas.

4. Several procedural questions have arisen and while not fundamental, are of direct interest to the Office of the Chief of Naval Operations and best lend themselves to oral review and discussion. Enclosure (3) is a listing of these questions. It is proposed that the President, Naval War College, visit the Office of the Chief of Naval Operations in mid-July, for the discussion of these questions.

*H Richard G. Colbert*

Advance Copy to:  
CNO (OP-06)



## SEAPOWER SYMPOSIUM SPONSORSHIP

1. Description. The Symposium is proposed as a Naval War College sponsored forum. This is to be distinguished from a Chief of Naval Operations official type conference. The Symposium is envisioned as a gathering on an academic level vice official level. This would directly involve the Chief of Naval Operations to a lesser degree than would occur with an official conference sponsored and chaired by him. Current Naval Command Course students would be able to attend the sessions with senior representatives of their navies. The atmosphere to be achieved would be that of a gathering of senior naval officers intellectually examining the challenges and opportunities presented by the current developments in the maritime world.

2. Advantages.

a. The invitations would be more general and less exclusive, allowing greater participation of flag or senior officers at levels lower than Chiefs of Navies. Thus, the likelihood of broader international participation is greater.

b. There would be less demand for the exclusive time of the U. S. CNO.

c. The approval of neutralist nations for participation is considered more likely and national instructions to attendees would probably be less specific and limiting; there would be more of a free examination of ideas and thinking.

d. As an academic endeavor, the Symposium would be less susceptible to adverse media comment and criticism by anti-militarist interests.

e. The less formal conference would be more likely to promote active individual and group expression without possible embarrassment to participants.

f. Attendance of current Naval Command Course students would strengthen the Symposium's relation to the academic objectives of the Naval War College.

g. From a political viewpoint, the less formal conference in an academic atmosphere has obvious advantages.

3. Conclusion. From the standpoints of coordination, broader participation, favorable public relations, and attainment of conceived objectives, the Symposium as a Naval War College-sponsored forum is believed desirable.



## CONCEPT OF SYMPOSIUM

1. Introduction. The Seapower Symposium will be a four-day forum of top level naval leaders from the U. S. and other maritime nations, commencing on 17 November and ending on 20 November 1969.
2. Purpose. The purpose of the Symposium is to provide a vehicle whereby naval leaders can examine and discuss the elements and implications of the changing maritime strategic picture. The Symposium should stimulate fresh insights and new assessments and, conceivably, from this forum might emerge ideas and thinking which will generate initiatives towards regional, multi-national, naval cooperative measures.
3. Scope. The scope of the Symposium will be global, looking at all major aspects of the maritime strategic scenario.
4. Concept. The Symposium is structured to engender an academic atmosphere and to promote the active involvement of all participants through seminars and plenary sessions. In his opening address, the speaker will set the theme of the forum by drawing attention to the recent trends and changes in maritime affairs, the strategic implications springing therefrom, and the resultant opportunities and challenges posed to the free world nations. The ensuing addresses, seminars, and plenary sessions will carry on with this theme by examining the future of the seas as they might affect the interests of maritime nations in all areas of the world. Subjects to be considered will include the maritime economic interdependence of nations, the freedom of the seas as it pertains to the use of sea, the problem of seabed resources, rights of innocent passage, the role of naval forces in combined training exercises and other multi-national regional operations, including peacekeeping operations.

Through the dialogue promoted by these deliberations, the many coinciding interests of friendly maritime nations might well be identified and clarified. This recognition of coincident interests could stimulate fresh thinking towards new and valuable cooperative measures. Specifically, more formal and official cooperation oriented towards effective regional, multi-national efforts in all maritime affairs (including naval operations) could later emerge and promote mutual objectives.

5. Organization and Content. The Symposium would convene with the welcoming remarks being made by the President of the Naval War College. This will be followed by the keynote address being made by the U. S. Chief of Naval Operations. Subsequent addresses will be given on the mornings of the second and third days and will deal with freedom of the seas and the role of naval forces. These addresses will be given by internationally recognized authorities in their field.

Enclosure (2)



Four seminar periods will be provided for the discussion of maritime economic interdependence, freedom of the seas, the role of naval forces, and maritime concepts for the future. The seminars will be grouped on a geographic, regional basis. Seminar assignments will be made in such a manner that will permit the participation of any nation in more than one seminar at one time.

On the third and fourth days, there will be plenary sessions with a panel of experts. These periods will deal with the role of naval forces and maritime concepts for the future. Relying upon maximum participation from the floor, the open forums will provide a means for the presentation of individual views, both extemporaneously and by prior arrangements. Moreover, they will provide for the summarizing of previous Symposium activities.

Supporting the Symposium sessions will be four luncheons, one reception and one formal dinner. These social gatherings and the physical facilities will serve to enhance the desired freedom of discussion and to promote personal understanding and friendship among the free world naval leaders.

On the afternoon of the fourth day, the final session will be held for summarization and the concluding remarks.

6. Miscellaneous.

a. The entire Symposium generally will be kept at an "Unclassified" security level; however, specific exceptions might be made to provide information at the "Confidential" level.

b. All proceedings and communications among participants will be treated as privileged and non-attributable.

c. Political coordination with the Department of State will be effected by the State Department Adviser to the President, Naval War College.

d. Each discussion seminar will be moderated by a senior military member of the Naval War College Faculty.

e. English language will be the official language of the Symposium. Due to the large number of countries attending and lack of facilities, no interpretation facilities will be provided.

Tab A - Tentative Schedule

Tab B - Outline of Events

Tab C - Invitation Plan

Tab D - Sample Letter of Invitation

Tab E - Sample Letter of Instruction for Naval Attaches

Enclosure (2)

Enclosure (2)

Enclosure (2)



U. S. NAVAL WAR COLLEGE  
SEAPOWER SYMPOSIUM

Tentative Schedule  
(November 1969)

MONDAY	17	TUESDAY	18	WEDNESDAY	19	THURSDAY	20
0930- Welcoming Remarks 1000		0930- Address 1000 "FREEDOM OF THE SEAS"		0900- Address 1000 "THE ROLE OF NAVAL FORCES"		0930- Seminars 1130 "MARITIME CONCEPTS FOR THE FUTURE"	
1030- Keynote Address 1130 "CHANGE AND CHALLENGE"		1000- Seminars 1130 "FREEDOM OF THE SEAS"		1000- Seminars 1130 "THE ROLE OF NAVAL FORCES"		1145- Luncheon (COMO) 1345	
1145- Luncheon (COMO) 1345		1145- Luncheon (COMO) 1345		1145- Luncheon (COMO) 1345		1400- Plenary Session 1530 "MARITIME CONCEPTS FOR THE FUTURE"	
1400- Seminars 1600 "MARITIME ECONOMIC INTERDEPENDENCE"		1400- Free Time 1900		1400- Plenary Session 1600 "THE ROLE OF NAVAL FORCES"		1530- Summarization and Closing Remarks	
1600- Free Time 1900		1900- Formal Dinner 2100 (COMO)		1600- Free Time 1900			
1900- President, Naval War College, Reception (Quarters "AA")				1900- Informal Dinner 2200 (COMO)			
2000- Informal Dinner 2200 (COMO)							



U. S. NAVAL WAR COLLEGE  
SEAPOWER SYMPOSIUM

OUTLINE OF EVENTS

Monday, 17 November 1969

0930-1000 Welcoming Remarks by Vice Admiral Richard G. Colbert,  
President, Naval War College.

1030-1130 Keynote Address entitled: "CHANGE AND CHALLENGE"  
Admiral Thomas H. Moorer, Chief of Naval Operations,  
U. S. Navy.

Scope: An overview will be presented of relative growth trends and changes in maritime strength and potential, and the implications for all nations. Included will be references to the development of ocean resources, merchant marine expansion, fishing fleets in being, and the relative growth of naval forces. The political, economic, psychological and military effects of these developments will be discussed. The growing importance to all maritime nations of dependence on the seas for trade and resources will be noted. The freedom of the seas will also be examined. The role of naval forces in the overall maritime context will be addressed. The range of concepts and possible choices to cope with these developments will be examined and analyzed.

1400-1500 Seminars: "MARITIME ECONOMIC INTERDEPENDENCE"

Scope: These discussions will examine the evolving patterns and trends in the world maritime environment. The increasing interdependence of nations as reflected in the rapid growth of oceanborne trade and in greatly increased efforts in oceanic research and development will be analyzed. Particular emphasis will be placed on a factual review of Soviet and other improvements in fishing fleet capabilities, merchant ship design, propulsion, and the economic impacts springing therefrom. Moreover, regional subjects will be addressed.



Tuesday, 18 November 1969

0930-1000 Address Entitled: "FREEDOM OF THE SEAS"

Scope: This thirty minute presentation shall give direction to the seminars which follow immediately thereafter. The address will objectively outline the concept of freedom of the seas and its implications to the specific subjects of: the establishment of territorial waters, the use of sea and seabed resources, the rights of passage through sea narrows waters, and the rights of innocent passage by naval vessels.

1000-1130 Seminars: "FREEDOM OF THE SEAS"

Scope: These discussions will carry on with the themes established in the address, but particular emphasis will be given to the regional aspects of these themes.

NOTE: The afternoon of this second day will be designated as "Free Time" to permit the attendees a period for relaxation, visits to exchange facilities, and to prepare for a much more intensive schedule on the third and fourth days.

\* \* \* \* \*

Wednesday, 19 November 1969

0900-1000 Address Entitled: "THE ROLE OF NAVAL FORCES"

Scope: This address will examine the role of naval forces in the peacetime environment. Specifically, it will review the use of multi-national, regional naval forces in disaster recover operations and in the peace-keeping role, as well as the promotion of goodwill through multi-national training exercises and port visits. The address will bring out the record of the Standing Naval Forces Atlantic (STANAVFORLANT), how it operates, its cost, and the application of its principles under Article 52 of the UN Charter in the form of regional peace-keeping naval forces.



1000-1130 Seminars: "THE ROLE OF NAVAL FORCES"

Scope: These discussions will carry on with the themes set forth in the preceding address, but on a more specific regional basis.

1400-1600 Plenary Session: "THE ROLE OF NAVAL FORCES"

Scope: This session will provide the means for allowing participants to present their views to all Symposium attendees. Through prepared remarks and extemporaneous discussions, the themes stressed during the morning sessions will be carried forward.

\* \* \* \* \*

Thursday, 20 November 1969

0930-1130 Seminars: "MARITIME CONCEPTS FOR THE FUTURE"

Scope: These discussions will provide for the further development of ideas previously covered and for the stimulus of thoughts for the future. Cast in a regional perspective, these seminars will be directed towards examination of specific possibilities for regional, cooperative maritime endeavors.

1400-1530 Plenary Session: "MARITIME CONCEPTS FOR THE FUTURE"

Scope: This final plenary session will serve as an opportunity for participants to discuss any area of maritime affairs of interest to them. Conceptually, the focus shall be upon the future and the challenges and opportunities that it presents.

1530- Summarization and Closing Remarks.



## INVITATION PLAN

1. Letters of invitation will be sent to Chiefs of Navies via the U. S. Naval Attaches. Brochures will accompany the invitations. Detailed letters of instruction for the Attaches will be included with the initial mailings in order to enable the Attaches to discuss the arrangements in depth.
2. Wives and Aides will not be invited to accompany the participants. Services normally provided by Aides will be provided by the Naval War College upon their arrival. Invited officers will be provided a student escort. For countries having students attending the Naval Command Course, the NCC student will be the escort. For attendees from countries having no current NCC students, specially selected officers from the School of Naval Command and Staff will be assigned.
3. For most maritime nations the invitation will be written to include an invitation for one or two additional appropriate senior officers to accompany their CNO, depending on the maritime importance of the country. In the event the CNO should be unable to attend, he would be invited to designate some other senior officer to represent him. The participation of NCC alumni who have advanced to flag rank will be encouraged.
4. The following is a summary of the proposed participants (by country and number) based upon past NCC participation and a subjective estimate of maritime importance:



Argentina	- 2	Korea	- 2
Australia	- 2	Mexico	- 2
Brazil	- 2	Norway	- 2
Chile	- 2	Pakistan	- 2
China	- 2	Peru	- 2
Colombia	- 2	Philippines	- 2
Ethiopia	- 1	Portugual	- 2
France	- 3	Spain	- 2
Germany	- 3	Sweden	- 2
Greece	- 2	Thailand	- 2
India	- 2	Turkey	- 2
Indonesia	- 2	United Kingdom	- 3
Iran	- 2	Venezuela	- 2
Italy	- 3	Vietnam	- 2
Japan	- 3		

The following is a summary of proposed participants from those countries which are not expected to provide an NCC student for 1969-1970:

Belgium	- 1	Ecuador	- 1
Burma	- 1	Morocco	- 1
Canada	- 2	Netherlands	- 2
Denmark	- 2	New Zealand	- 1
Dominican Republic	- 1	Uruguay	- 2

This amounts to a maximum participation of 76 senior foreign naval officers from 39 countries.

5. Approximately ten U. S. Navy flag officers will be invited to attend.



SAMPLE LETTER OF INVITATION TO FOREIGN PARTICIPANTS  
IN THE SEAPOWER SYMPOSIUM

Dear \_\_\_\_\_,

As you know, last month the United States Naval War College held graduation ceremonies for its Naval Command Course students. In the thirteen years since its inception, the Naval Command Course has benefitted greatly by the participation of outstanding (COUNTRY) naval officers. The exchange of ideas and thinking inherent in this course have increased and strengthened the mutual understanding and bonds between our navies and have served the cause of naval professionalism.

During this same thirteen years, the world has seen far-reaching changes in the maritime picture. These changes bear heavily on the destinies of all maritime nations and therefore elicit our utmost mutual concern. With this in mind, we have conceived the idea of a Naval War College Seapower Symposium. The Symposium will be conducted as an academic forum where top naval leaders from all over the world can discuss the current developments in the maritime world. The Symposium contemplates free exchanges of ideas among all its participants in an academic atmosphere where wide-ranging intellectual concepts can be discussed without attribution. Hopefully fresh insights and new assessments can be engendered. Although the immediate goal of increased mutual understanding is sufficient to warrant such an undertaking, it is conceivable that, in the long view, new initiatives among navies towards mutually beneficial cooperative measures could be stimulated.

With the complete support of Admiral Moorer for the concept, our Secretary of the Navy, the Honorable John H. Chafee, has authorized us to proceed with the Seapower Symposium as a Naval War College-sponsored forum during the period of 17-20 November 1969. Admiral Moorer hopes to participate at the Symposium's beginning and at its conclusion.

And so, it is with great pleasure that I hereby invite you to participate in the Symposium. If you are unable to attend, you are invited to designate another of your senior officers to represent you.

Because of the Symposium's importance, we will be able to provide for your air travel to and from the United States should you desire such assistance. Hotel accommodations in Newport from the fifteenth through the night of the twentieth of November will be provided. The top naval leaders from the other thirty-eight nations which have participated in the Naval Command Course are also being invited to attend the Symposium. We have indication of many favorable responses.

Tab D to Enclosure (2)



Due to the limited suitable facilities and strict funding, we will only be able to provide air travel and accommodations for yourself and your fellow officers. I assure you that all services normally provided by aides will be made available to you upon your arrival at either Boston or Providence, the nearest major airports.

With this letter I am enclosing a brochure which will give you more information concerning the Seapower Symposium. Additionally, I am providing our Naval Attache with sufficient information to discuss the arrangements in much greater detail.

I am certain that your participation will add greatly to the success of the Seapower Symposium. Looking forward to greeting you personally at the opening session of the Symposium, I hopefully await your early acceptance.

Sincerely,



NOFORN

SAMPLE LETTER OF INSTRUCTION FOR U. S. NAVAL ATTACHE

Subj: The U. S. Naval War College Seapower Symposium, 17-20 November 1969

1. Forwarded herewith are two items for delivery to Admiral \_\_\_\_\_.
  - a. A letter of invitation to the subject Symposium.
  - b. Brochures (one per invitee) which are to be delivered with the letter. A copy of the letter and one additional brochure is provided for your use.
2. The following information will permit you to discuss the Symposium in appropriate depth with the prospective participants.
3. Symposium Purpose and Scope. The purpose and scope of the Symposium are described in the broadest terms in the accompanying brochure. No mention is made of the ominous and emerging Soviet maritime power and yet this will be uppermost in the minds of some of the naval leaders who attend. From another perspective, it will be noted that the term "free world" is not used in the brochure. This general approach was used in order to avoid the connotation of a Naval War College "schooling session" as well as to avoid stirring up political sensitivities in some of the invited countries. Of course, in the free exchange of ideas which are proposed, it will undoubtedly be made obvious that we all are, or should be, aware of the implications of Soviet maritime expansion. Moreover, this likely will be one of the major underlying themes of the Symposium.
4. Symposium Method and Schedule. The structure of the Symposium as described in the brochure is tentative and may require further refinement. This refinement will derive from further study by our planning group, from unforeseen world events, and from the responses of the invitees themselves. The number and arrangement of the discussion groups will depend heavily upon the responses of invitees. Because of the short time allotted to the Symposium, we must give it firm organization but not so firm that it stifles a free and meaningful exchange of views.
5. Invitations. The following is a breakdown, by numbers, of the prospective participants. The rationale for deciding who and how many to invite was determined first from the degree of participation in the Naval War College's Naval Command Course and secondly from a subjective estimate of the country's maritime importance. This information was not provided in the brochure but should be given to invitees if it is specifically requested.

Tab E to Enclosure (2)

NOFORN



NOFORN

Argentina - 2  
Australia - 2  
Belgium - 1  
Brazil - 2  
Burma - 1  
Canada - 2  
Chile - 2  
China - 2  
Colombia - 2  
Denmark - 2  
Dominican Republic - 1  
Ecuador - 1  
Ethiopia - 1  
France - 3  
Germany - 3  
Greece - 2  
India - 2  
Indonesia - 2  
Iran - 2  
Italy - 3

Japan - 3  
Korea - 2  
Mexico - 2  
Morocco - 1  
Netherlands - 2  
New Zealand - 1  
Norway - 2  
Pakistan - 2  
Peru - 2  
Philippines - 2  
Portugal - 2  
Spain - 2  
Sweden - 2  
Thailand - 2  
Turkey - 2  
United Kingdom - 3  
Uruguay - 2  
Venezuela - 2  
Vietnam - 2

We are most interested in having the very top naval leaders attend. Understandably, some of the CNO's (or Naval Chiefs of Staff) will not be able to attend, but we do hope that only very senior officers will be substituted. We are also most interested in gaining the participation of those Naval Command Course alumni who have advanced into the senior leadership levels. This will serve to strengthen the Symposium's relationship to the Naval War College's academic objectives and permit the reinforcement of friendships established among NCC alumni.

It is important that we receive either affirmative or negative responses as early as possible in order to move ahead with our plans.

6. Air Travel. When extending the invitation you may inform the individual that financial assistance is available if needed to defray the transportation costs. Once we have received, through you, the proposed travel itinerary of those who request assistance, we will forward the funding for airline tickets. The Naval War College is able to provide funds equivalent to the cost of a first-class, round trip ticket to and from Boston or Providence. While wives would be welcomed, the schedule of the Symposium is going to be demanding and we are not able to provide funds for their travel. Where available, U. S. flag carriers should be utilized. Where the choice is available, we recommend direct flights to Boston rather than going through New York City. For those participants who pay their own way or travel via their own military transport, we also need detailed itineraries. The participants will have to pay any additional cost involved for trips to other cities while in the United States.



7. Customs. After determining itineraries, requests for "courtesy entry" privileges will be sent to officials at the appropriate CONUS APOE's. It is likely that many participants will want to deviate from a direct route to Boston or Providence in order to visit Washington, D. C., New York City, or another area enroute or during their return. In these cases, "courtesy entry" will not be requested by us.

8. Accommodations. Invitees should be informed that local accommodations will be limited and this is one of the reasons that we are unable to offer facilities for aides, wives, or families of the invitees. This fact, the costs, the probable inclement weather, and the heavy Symposium schedule all serve to emphasize this point. Moreover, it is important that the invitees understand our desire that they arrive in Newport on the 15th or 16th of November (no earlier or later) and that they are encouraged to depart no later than the 21st of November. Our ability to host them properly depends to a large degree on their holding to these dates. Any deviation will seriously hamper our capability.

9. Additional Information. After we receive all invitation responses, additional information will be provided to all participants. This will include selected reading materials designed to provide background and to stimulate thoughtful preparation for the Symposium.

10. Miscellaneous.

a. Due to the full schedule, no local tours are being arranged.

b. Symposium sessions will be held in the Luce-Mahan-Pringle complex at the Naval War College.

c. Publicity given to the Symposium will be modestly keyed and forthright. Personal interviews of the participants will be arranged, based upon their own requests. On the other hand, individual desires for anonymity will be respected. Publicity will be precisely geared to avoid any connotation of an intent to produce operational plans or commitments, but rather to emphasize the professional, intellectual atmosphere and academic intent of the Symposium.

d. No honors will be given.

e. Uniforms will be worn during the Symposium.

f. Requests for additional information and all correspondence concerning the Seapower Symposium should be addressed to:

Director, Seapower Symposium (Code 5)  
Naval War College  
Newport, Rhode Island 02840



NOFORN

11. Your assistance in promoting full participation in the Symposium will indeed be appreciated. Specifically, we need the following information, summarized in a message report and backed up by letter:

a. Who will attend. We request this information not later than 15 August 1969.

b. If there is a negative response, the apparent reasons therefor.

c. Travel intentions, itinerary, and whether or not travel assistance is requested.

d. Biographical data concerning all participants, including English language capabilities.

e. Any pertinent information concerning invitee responses, comments, or suggestions on the Symposium concept.

Copy to:  
CNO (OP-605C)



QUESTIONS FOR DISCUSSION

1. Tab D to enclosure (2) is a draft invitation letter from the President, Naval War College. It has been prepared on the basis of the advantages set forth in enclosure (1). In the event that the Chief of Naval Operations would want to participate on more of a full time basis and make it more of a CNO-type conference it would be desirable to recast the letter for his signature.

Q. Who will sign the letters of invitation?

2. Although Finland has not participated in the Naval Command Course in the past, an invitation has been extended this year and it is likely a student will attend the 1969-70 class.

Q. Should Finland be invited to participate in the Symposium?

3. In earlier correspondence, CNO indicated the "Unclassified" level might be too limiting. While there may be some Confidential level information which may be desirable to use, in general the "Unclassified" academic freedom environment should be sufficient.

Q. Should the Symposium be conducted at the "Unclassified" level except where specific material at the "Confidential" level is desired?

4. A maximum effort could be made to capitalize on the publicity benefits for the Naval War College; however, there is the danger that it would be misinterpreted. If this is the case, it should be played in low key.

Q. What should be the publicity effort associated with the Symposium and to what degree should CNO and Chinfo provide guidance and assistance in this area?

5. As detailed plans are developed, additional coordination with the Office of Chief of Naval Operations will be desirable. To facilitate this coordination, it would be advantageous to have an action officer in OPNAV designated as a point of contact.

Q. Is it desirable to designate an OPNAV action officer and if so, who will it be?

6. Due to the large number of countries attending, it is desirable to conduct the Symposium in English. No translation or interpretation facilities are available at the Naval War College.

Q. Is there any objection to conducting the Symposium in English only?



7. The keynote address will set the tone for the Symposium.

Q. Does the Chief of Naval Operations desire to make the keynote address?

8. Participants should receive equal treatment; they will arrive and depart individually at different times, and may travel in civilian clothes. This makes rendering of honors impractical.

Q. Should honors be rendered?