

CURRENT STRATEGY FORUM

Date/Structure Change

Present Problem

Too many civilians to give it an academic slant  
Scope too large  
Not supportive of the curricula (PAO)  
Civilian attendees are/may not be those we most desire to  
expose to progressive military thought

661 attendees  
232 civilians  
394 students/faculty  
35 flag officers  
100 wives

Needs

Break present pattern so that we can:

Regain control of who will attend:

- (25) DOD nominated by SecNav
- (25) Congressional Committee staff nominated by CNO
- (25) Flag Officers nominated by VCNO
- (100) Civilians nominated by President NWC
- (25) Press nominated by Chief of Information
- (400) Students and Faculty

600 Total

Civilians: Labor, Industry, College Students, College Faculty

*Captain Nott*  
*Below a*  
*result of our*  
*chat.*  
*For your info.*

Proposal

Captain Platte's initiative as to content and restructuring from PAO to academic content.

27-28-29 March (Monday, Tuesday, Wednesday noon)

Problems

1. "Perennials" will not be happy.

Counter: Schedule a two-day session for NWC Foundation members and wives around 24,25,26 May where members can be hosted superbly and participate in student seminars to see what is really happening.

2. MMC - RADM Cooney might be unhappy with MMC cancelled.

Counter: Have him invite 25 select press who attended MMC's for the past three or four years. They will probably be impressed, provide good PR for the Navy and be freshened by the change of conference atmosphere. They also will be beneficial to NWC at future MMC's.

Professor Nott  
Dean of Advanced Research

In addition, serious consideration should be given to the development of a special packet of policy and force data and options to be distributed to each CSF attendee. These materials would be structured to provide a basis for each seminar discussion, and would culminate with a decisionmaking session in each seminar which would link a preferred set of policies with a preferred set of U.S. naval forces in the Pacific. The results of the seminar decisions would be tabulated, interpreted and displayed by a rapporteur and presented to the attendees prior to the final address by the Secretary of the Navy who will be speaking on the subject of Pacific policies and forces.

Format for CSF, 2 1/2 Days: There are three forum options:  
A., Five addresses, with the first four each followed by a panel discussion and seminar. Warning: time will be short.  
B., Five addresses, with four panels. No seminars.  
C., Five addresses with four seminars. Option C is the favored one to make the best utilization of the time available and maximize the opportunity for thorough discussion and arrival at sound decisions covering preferred policies and U.S. naval forces in the Pacific. This option also takes into account the consensus of opinion of past conference attendees regarding panels vs. seminars.

~~Force and armed substruction~~ among the three and what are the parameters which affect the utility of force-especially naval-as an instrument of the Pacific foreign policy of each nation? And fifth, if one defines the Pacific/Indian Ocean basin as relatively stable today, what prognostications about regional and global stability in 1985 can be made, and what are the critical variables affecting those possible outcomes?

2. "The Pacific Security Alliances: US/Japan and US/South Korea-Problems and Prognostication." This talk should have at least four major sections. First, just what are US interests in Japan and in Korea, and why? For instance, economics appear to play a very small role. Second, what trends are emerging (and why), in South Korea, Japan, and the US which may weaken or strengthen our alliance with each? Third, what are the major problems which face the US in relation to each nation? What are the most worrisome scenarios? Fourth, by 1985 what goals would the US like to have attained in relation to each nation, what must occur for those goals to be realized, and what are realistic as opposed to hopeful prospects?

3. "Oil and Ambitions: US Policies in the Indian Ocean and in Southeast Asia." This address should weave together two separate issues. First, the extent of Lao Dong irredentist ambitions and destabilizing initiatives should be discussed, particularly in the context of its ramifications for US interests. Second, the Indian Ocean region, the transport of oil, regional armaments and conflicts should be addressed as it pertains to US policy objectives. The role of US naval forces should be mentioned where it applies.

4. "US/Soviet Naval Interactions and Intentions." This address should go to the heart of why the US has naval forces in the Pacific, how our navy deploys during peacetime in a deterrence role and against which sorts of conflicts the navy is attempting to maximize its capabilities. Conversely (or perhaps not conversely, i.e., they may have non-conflicting objectives), the Soviet naval forces should be discussed in terms of their objectives, their capabilities and their assumed warfighting scenarios. Finally, this talk should address the year 1985 in light of US and Soviet naval trends or forces, deployments and objectives, and speculate on what the results of the naval competition/balance will be in that time frame in the Pacific basin.

5. "The Nexus Between US Pacific Policy and Forces." This is a difficult but interesting subject. The address should cover US policy objectives in the Pacific, how US naval forces contribute to those policy objectives during peacetime and by their presumed warfighting capabilities, how other US and allied forces interact with US naval forces, how one determines how much is enough for the Pacific, what will be enough in 1985, how it should be deployed in peacetime and how it should be employed in wartime.

14 December 1976

MEMORANDUM TO DIRECTOR, SPECIAL EVENTS

Subj: CSF, AY 77

1. The President of the Naval War College has asked CAR to take the lead in furnishing the academic inputs to this year's CSF. In order to provide a context for the specific suggestions I am going to make, let me begin by noting that the audience for CSF is divided among three groups with distinctly different perspectives and expectations. First, there are the 70 or so civilian supporters of the Navy, successful in their diverse walks of life, who attend to be informed, to be brought up to date about current strategic matters. They are not a highly critical audience; they enjoy the interaction with the students, the summer setting of Newport, the change of pace and the exposure to new ideas. Second, there are our 400 students, looking beyond CSF to graduation and moving after a year of new ideas. They are no longer in awe of "distinguished speakers" and are in no mood for "make work" or assignments as ornaments. The seminars can be fun when the civilian guest is interesting. When it turns out otherwise, well...Third, some professional strategists and Defense officials attend. It is the after-hours gossip and exchange of information they enjoy.

Now we can't control how interesting the distinguished speakers will be, because we don't know who they will be, among other things. Another problem is that many distinguished speakers are distinguished but not speakers. But I gather being distinguished is the criterion.

2. Against that cautious background, let me press on to suggest, first, a slate of speech topics and optional speakers; and, second, a coherent, logically linked series of topics for the seminars.

a. Speeches. The theme of CSF is: "U.S. Policies and Naval Forces in the Pacific, 1977-85." At a 10 December meeting with Admiral Hayward, VADM LeBourgeois tentatively approved the following concept for speeches and speakers.

(1) Triangular Politics: US/PRC/Soviet Interaction in the Pacific

Schlesinger; Sonnenfeldt; other

(2) The Pacific Security Alliance: US/Japan and US/South Korea - Problems and Prognostication

Reischauer; Abromowitz

(3) Oil and Ambitions: U.S. Policies in the Indian Ocean and in SEA

Dennis Doolin; DiBona

(4) US/Soviet Naval Interactions and Intentions

Admiral Hayward; other

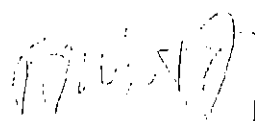
(5) Nexus Between U.S. Pacific Policy and Forces

SecNav; Len Sullivan; Paul Nitze

Concerning speeches, this format has a logical order to it. Concerning speakers, Schlesinger, Hayward, Nitze, and Sullivan are known quantities. Other names may come to mind as well.

b. Seminars. This is the more difficult part. But it is the aspect over which we at NWC have more control. One notion is to prepare a pre-CSF packet which will give the reader some interesting perspectives on each of the five topics above. In addition - and this would be the heart of the matter - each seminar would be asked to select from among a set of policies and forces as they were perceived to relate to the topic, using the criterion of US national interest. There could be a public wrap-up on 29 June, displaying which policies were adopted by what seminars, and which mix of forces and force employments/deployments was selected to aid those policies.

An alternative (or complement) to this approach would be to distribute the results of CAR's Pacific conference in March and rely upon the individual seminar moderators to carry the day.



F.J. WEST, JR.  
Acting Director, CAR

CURRENT STRATEGY FORUM, 1977

TENTATIVE SCHEDULE OF EVENTS

25 JUNE - SATURDAY

- 
- Guest early arrivals, Newport. Escorted to NWC for registration and to place of lodging.

26 JUNE - SUNDAY

- 
- Guests continue to arrive, Newport. Escorted to NWC for registration and to place of lodging.
- 1800-2000
- Secretary of the Navy Reception, Colbert Plaza (COMO in case of inclement weather).

27 JUNE - MONDAY

- 0830
- Welcoming remarks by President, Naval War College, Spruance Auditorium.
- 0845-0930
- Keynote Address: "Triangular Politics: US/PRC/Soviet Interaction in the Pacific." Dr. James R. Schlesinger. (*alt. Sonnenfeldt, Kissinger*)
- 1000-1200
- Organizational meetings of committees in assigned committee rooms and seminar discussions.
- 1200-1330
- Luncheons (First 1/2 of committees at COMO; remainder as arranged by student assistants).
- 1400-1445
- Address: "The Pacific Security Alliances: US/Japan and US/South Korea - Problems and Prognostication." Mr. Morton I. Abramowitz. (*alt. Reischauer*)
- 1500-1630
- Seminar discussions by Committee
- Evening
- Dinner/Social event to be decided upon by individual committees.



28 JUNE - TUESDAY

- 0830-0915 - Address: "Oil and Ambitions: U.S. Policies in the Indian Ocean and in SEA."  
Dr. Dennis J. Doolin. (alt Di Bona, Jim AKIN)
- 0930-1030 - Seminar discussions by Committee.
- 1045-1200 - "Inchon and the Battle for Seoul" demonstration by Center for War Gaming, Spruance Auditorium.
- 1200-1330 - Luncheons (Second 1/2 of committees at COMO; remainder as arranged by student assistants).
- 1400-1445 - Address: "US/Soviet Naval Interactions and Intentions."  
Admiral Thomas B. Hayward, USN. alt CNO
- 1500-1630 - Seminar discussions by Committee.
- 1900 - Dinner at COMO

29 JUNE - WEDNESDAY

- 0830-0930 - Wrap-up of position adopted by each seminar. Professor Francis J. West, Jr.
- 0945-1045 - Address: "Nexus Between U.S. Pacific Policy and Forces."  
Secretary of the Navy. alt Under SecNav
- 1100 - Closing remarks by President, Naval War College.
- Afternoon - Departure of guests from NWC.

SER 3 4  
12 JAN 1977

From: President, Naval War College  
To: Secretary of the Navy  
Via: Chief of Naval Operations

Subj: Current Strategy Forum, 1977

Encl: (1) 1977 Current Strategy Forum Nominees  
(2) Proposed Letter from SECNAV to Executive Department  
(3) Salutation from SECNAV for Brochure  
(4) Proposed Concept and Plan  
(5) Tentative Schedule of Events

1. Planning is going forward in preparation for the Naval War College Current Strategy Forum, scheduled for 26-29 June 1977. The theme for this year is "U.S. Policies and Naval Forces in the Pacific, 1977-85".
2. A list of distinguished persons to be invited to CSF-77 is forwarded as enclosure (1). These potential friends of the Navy have been recommended by previous conference attendees, members of the Naval War College Foundation and the Navy League. (A further input from the Navy League will be forthcoming.) Approval is requested for the Naval War College to issue invitations, in the Secretary's name, to these nominees. A further list of those that your successor and the CNO wish to invite is requested.
3. Enclosure (2), a proposed letter from the Secretary to Cabinet officers and other service secretaries solicits their representation at the Forum. This letter also may serve to invite the Chairmen of selected Senate and House standing committees, as desired.
4. A SECNAV salutation to conferees, for the CSF-77 brochure, is proposed in enclosure (3). We also require a photograph for printing above the salutation.
5. Last, enclosures (4) and (5) are follow-up copies of the proposed concept and schedule of events for the Forum.

6. We sincerely hope that the Secretary will be able to host the reception scheduled for Sunday evening, 26 June, and give the final address on Wednesday, the 29th. With respect to the other proposed speakers, we have initiated preliminary liaison with Admiral Hayward for the address on "U.S./Soviet Naval Interactions and Intentions", and would like to issue invitations to Dr. James R. Schlesinger for the keynote address, to Mr. Morton I. Abramowitz for "Pacific Security Alliances", and to Dr. Dennis J. Doolin for "Oil and Ambitions".

7. Concurrence in the foregoing is respectfully requested.

W. A. PLATTE  
Acting

HGN/3:cba  
28 February 1977

MEMORANDUM FOR DIRECTOR, SUPPORT SERVICES (Code 23)

Via: Chief of Staff

Subj: Proposed Guests for Current Strategy Forum (CSF-77)

1. In view of the theme of CSF-77 and the importance of this event in fostering NWC relations with the academic and think-tank communities, I recommend the following individuals be included on the list of those to be invited:

Dr. Rodger Swearingen  
Professor of International Relations  
School of International Relations  
University of Southern California  
Los Angeles, CA 90007  
(Close friend of Amb Shelton)

William J. Baroody  
President  
American Enterprise Institute for Public  
Policy Research  
1150 Seventeenth Street, N.W.  
Washington, DC 20036  
(Close friend of VAdm LeBourgeois)

H.G. NOTT

3 March 1977

MEMORANDUM FOR CHAIRMEN OF ACADEMIC DEPARTMENTS

Subj: Assignment of Faculty for Current Strategy Forum, 1977  
(CSF)

1. CSF-77 will convene 26-29 June. Participants will include CNW/CNC&S/NCC students, approximately 230 civilian and military guests and selected faculty/staff.
2. Scheduled activities include two, 1-2 hour seminar discussion periods per day on 26 and 27 June. Thirty-three, 18 member seminar committees will be formed for this purpose. One faculty Committee Chairman (moderator) is required for each committee.
3. As a complement to CSF, the Center for Advanced Research is conducting a conference, 24-26 March, on the "Environment for U.S. Naval Strategy in the Pacific-Indian Ocean Area, 1985-95". Discussions will focus on how the political and economic environment in these ocean areas will impact the development of future U.S. national policies and naval force levels. An informal summary session will be held on the morning of 26 March. It is desired that designated CSF faculty Committee Chairmen attend this session in preparation for the CSF seminars.
4. Accordingly, addressees are requested to submit names of faculty nominees to the Dean of Academics no later than 21 March. Eleven principals plus one alternate are requested from each department.



H. HARDISTY  
Dean of Academics

Distribution.

Chairman, Dept. of Strategy  
Chairman, Dept. of Management  
Chairman, Dept. of Naval Operations  
✓ Director, Ctr. for Advanced Research

6 April 1977

MEMO FOR THE RECORD

Subj: CSF Academics

I spoke with Frank Bray and Bob Pfaltzgraff at IFPA on 6 April. I am sending them today a copy of the CSF syllabus so they will know of our concerns. They have agreed to deliver the final product to us by 1 June in single-space type on the size paper Hugh stipulated. We will then have to get 500 copies made and mailed out to CSF attendees in a short time frame. Joe Zvanovec and I are in touch on this and if 1 June is too late, we will get back to IFPA with a shorter deadline. IFPA is sending me during the week 18-22 April the revised papers of all participants. I will then distribute them to the CSF seminar moderators and hold a general meeting.



F.J. WEST, JR.

Copy to:  
CAPT NOTT  
CAPT STONE  
PROF KING  
CAPT LOOS  
CDR ZVANOVEC

~~Greg West~~  
CAR

11 April 1977

MEMORANDUM TO CSF ACADEMIC COMMITTEE

From: Bing West

Subj: Current Strategy Forum

1. The reason we exist as a committee is to structure the content of the four seminars during CSF. We don't want the students perceiving the seminars as simply an exercise to fill in time. The core substance for the seminars is contained in a series of papers delivered in rough form at the CAR Pacific Conference on 24-26 March. These papers are being revised and we will receive second drafts about 23 April. I will distribute the papers to you and then we can meet to agree upon a common format for the CSF seminars. This meeting will take place in the last week in April.

  
F. J. WEST

Copy to:  
CSF Academic Committee  
PROF Nott  
CAPT Loos  
CDR Zvanovec  
Committee Chairmen

6 May 1977

MEMORANDUM FOR DISTRIBUTION

Subj: CSF Academic Committee POAM

1. Based on today's meeting, the following POAM is suggested for our preparations for CSF:

- 11 May: distribute additional materials to committee
- 12 May: 1400 - Mtg to decide what materials should comprise Moderator & Participant packets
- 13 May: Pac Group prepare smooth packets & rapporteur sheets
- 17 May: Mtg to approve rapporteur guides
- 24 May: Mtg with all Moderators to explain CSF purpose, their role & to distribute their packets and rapporteur sheets
- 7 June: Mtg with all Moderators to review packets and discuss seminar tactics
- 13-17 June: Mtg with all students to brief on CSF seminars.



F.J. WEST, JR.

Distribution:

CAPT HALLE  
PROF KORB  
PROF BRUMBACH  
CDR ISAACSON  
CDR ZVANOVEC  
PAC STUDY GROUP (4)



12 May 1977

MEMORANDUM FOR DISTRIBUTION

Subj: CSF Academic Committee POAM

1. Based on today's meeting, the following POAM is suggested for our preparations for CSF:

13-16 May: Pac Group prepare smooth packets and rapporteur sheets

17 May: Mtg to approve rapporteur guides

27 May: Mtg with all Moderators to explain CSF purpose, their role and to distribute their packets and rapporteur sheets

6 June: Mtg with all Moderators to review packets and discuss seminar tactics

  
F.J. WEST, JR.

Distribution:

CAPT HALLE  
PROF KORB  
PROF BRUMBACH  
CDR ISAACSON  
CDR ZVANOVEC  
PAC STUDY GROUP (4)

SER 1148

24 MAY 1977

Dear Admiral Hayward,

All of us here are delighted that you will be presenting the Current Strategy Forum wrap-up address on Wednesday, 29 June. I think it most appropriate that our CSF guests will depart with your authoritative views and uniformed presence still fresh in their minds.

Both Bing West and Hugh Nott are grateful for their respective opportunities to meet with you and your staff. In all candor, I envy them their brief visits, for Hawaii has always been one of my favorite places. I hope that you found these two diverse presentations - strategy and gaming - stimulating and useful. I understand from Hugh that his Center for Advanced Research team introduced a number of CINCPACFLT and COMTHIRDFLT officers to our SEATAG game, and he clearly enjoyed working with them. We will be interested in any recommendations your evaluation group may offer after they have worked with the system a bit.

I am enclosing an interim listing of CSF acceptances, to give you a feel for your audience, and Hugh Nott is forwarding separately a copy of Captain Bruce Harlow's research paper on U.S. seapower in the Pacific in 1996.

Please ask your aide to send me a copy of your biography, which we can squeeze into a brief for the CSF brochure, and let us know of your travel plans - and any special requirements - whenever they are firmed up.

Thanks for your cooperation in agreeing to fill the wind-up speaker slot. Everything is shaping up neatly, and we are looking forward to a great conference. We will keep you posted on developments.

Sincerely,

H. ~~H~~. HARDISTY  
Rear Admiral, U.S. Navy

Admiral T. B. Hayward, U.S. Navy  
Commander in Chief  
United States Pacific Fleet  
FPO San Francisco 96610

Enclosure

Written by HG NOTT (3:cba) 20 May 77



Commander in Chief  
United States Pacific Fleet

9 April 1977

Dear Hunt,


Prior to his retirement, Julien sent me a letter on 25 March asking if I would not consider taking the wrap-up address for the Secretary of the Navy rather than the one which you had earlier requested of me.

There is nothing in my schedule that should make it more difficult to be there Wednesday the 29th and the topic is quite suitable with me, so consider it done. The impressive efforts already accomplished by the study and seminar groups will be helpful in pulling together my thoughts as well as focusing on the proper issues for discussion with the students.

We are looking forward to seeing Bing West out here soon, when we can have an opportunity to explore his effort and our reaction to it.

Will see you in June then.

Best regards,

  
T. B. HAYWARD  
Admiral, U. S. Navy

Rear Admiral Huntington Hardisty, USN  
President  
Naval War College  
Newport, Rhode Island 02840

Admiral Thomas B. Hayward, U.S. Navy  
Commander in Chief, U.S. Pacific Fleet  
SPO San Francisco 96510

Enclosure

*copy to Com. West office*  
WRITTEN BY: CDR ZVANOVEC (234/LJZ:sac) 23 Mar 77

00  
SF

24 May 1977

From: Chairman, Academic Committee, Current Strategy Forum  
To: Director, Current Strategy Forum

Subj: Committee Assignments

1. It is requested that the following students be deleted from discussion groups as follows:

CDR R. A. GALLOTTA	D.G. 19
CDR S. S. MARTEL	D.G. 29
LCDR J. H. RIXSE III	D.G. 18
LCDR B. M. MILLER	D.G. 24

2. CDR GALLOTTA and LCDR RIXSE have been detailed as rapporteurs for the Forum, while CDR MARTEL and LCDR MILLER will assist in data collection and collation.

F. J. WEST, JR.

27 May 1977

MEMORANDUM FOR THE PRESIDENT

Via: Chief of Staff

Subj: Forwarding of CSF Materials

1. Attached for your use and information during CSF are:
  - a. the packet of readings, organized to support each of the four CSF seminars, to be mailed to all attendees;
  - b. the Moderator's Guide for each seminar leader; and,
  - c. rapporteur sheets listing alternative Pacific policies and forces, to be filled out by each seminar group.
2. Each faculty moderator has received the above materials and will meet shortly with the CAR Academic Committee to discuss seminar procedures.

Very respectfully,

H. G. NOTT

Copy to:  
PROF CROWL  
PROF TURCOTTE  
PROF WESCHLER  
CAPT PLATTE

CAR

SER 1364  
13 JUN 1977

Dear Dr. Doolin,

The enclosed package has been assembled for your use in establishing the sequence of events for the 1977 Current Strategy Forum, and the particular place your presentation will take in the aggregate scheme. Each presentation will be followed by a seminar. Seminar moderators have been provided with guides, and each participant has received a packet of selected readings (also enclosed). On the basis of your talk and the readings, each seminar group will be asked to discuss several major policy issues. The overall results of the seminar discussions will be collated and reported on the final day of the forum.

In addition, I am enclosing a copy of a draft research paper underway at our Center for Advanced Research, entitled, "Toward the Year 1985: The Relationship between U.S. Policy and Naval Forces in the Pacific," an effort of relevance to the forum's theme. Your assigned escort officer, Commander Sandy Martel, was a noteworthy contributor to this study.

Once again, I am looking forward to seeing you here soon.

Yours sincerely,

H. HARDISTY  
Rear Admiral, U.S. Navy

Dr. Dennis J. Doolin  
Professor of Foreign Affairs  
The National War College  
Washington, DC 20319

Enclosures

CAR

SER 1363  
13 JUN 1977

Dear Professor Marshall,

The enclosed package has been assembled for your use in establishing the sequence of events for the 1977 Current Strategy Forum, and the particular place your presentation will take in the aggregate scheme. Each presentation will be followed by a seminar. Seminar moderators have been provided with guides, and each participant has received a packet of selected readings (also enclosed). On the basis of your talk and the readings, each seminar group will be asked to discuss several major policy issues. The overall results of the seminar discussions will be collated and reported on the final day of the forum.

In addition, I am enclosing a copy of a draft research paper underway at our Center for Advanced Research, entitled, "Toward the Year 1985: The Relationship between U.S. Policy and Naval Forces in the Pacific," an effort of relevance to the forum's theme. Your assigned escort officer, Lieutenant Commander Bruce M. Miller, was a noteworthy contributor to this study.

Once again, I am looking forward to seeing you here soon.

Yours sincerely,

H. HARDISTY  
Rear Admiral, U.S. Navy

Professor Charles Burton Marshall  
4106 North Randolph Street  
Arlington, VA 22207

Enclosures

CAR

SER 1362  
18 JUN 1977

Dear Mr. Abramowitz,

The enclosed package has been assembled for your use in establishing the sequence of events for the 1977 Current Strategy Forum, and the particular place your presentation will take in the aggregate scheme. Each presentation will be followed by a seminar. Seminar moderators have been provided with guides, and each participant has received a packet of selected readings (also enclosed). On the basis of your talk and the readings, each seminar group will be asked to discuss several major policy issues. The overall results of the seminar discussions will be collated and reported on the final day of the forum.

Once again, I am looking forward to seeing you here soon.

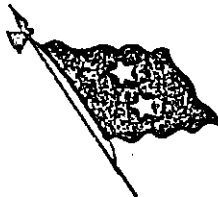
Yours sincerely,

H. HARDISTY  
Rear Admiral, U. S. Navy

Mr. Morton I. Abramowitz  
Deputy Assistant Secretary (East Asia & Pacific Affairs)  
Office of the Assistant Secretary of Defense  
(International Security Affairs)  
The Pentagon, RM 4E830  
Department of Defense  
Washington, DC 20301

Enclosures





PRESIDENT OF THE NAVAL WAR COLLEGE  
Newport, Rhode Island  
02840

SER 1546  
11 JUL 1977

Dear Mort,

I need hardly tell you how well received your speech was. It set exactly the proper tone and was a lucid explanation of a set of complex and highly visible policies. Many attendees commented upon the complementarity between your perspective and that of Dennis Doolin. Knowing how heavy your Washington schedule was, I would like to express my sincere thanks for the manner in which you juggled your time to insure you could deliver your address.

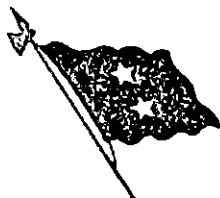
Mort, I hope that we will be able to see you here again when your pace is less hectic. The several critiques you gave to Bing West on our Pacific Study constitute precisely the sort of feedback which makes a War College both a center for learning in national security affairs and an additional input to policy makers on the Washington scene.

Yours sincerely,

H. HARDISTY  
Rear Admiral, U.S. Navy

Mr. Morton I. Abramowitz  
Deputy Assistant Secretary (East Asia and Pacific Affairs)  
Office of Assistant Secretary of Defense  
(International Security Affairs)  
The Pentagon, Room 4E830  
Washington, DC 20301

WRITTEN BY: PROF West (3A:eat) 7 July 1977



PRESIDENT OF THE NAVAL WAR COLLEGE  
Newport, Rhode Island  
02840

SER 1 5 4 5  
11 JUL 1977

Dear Mr. Marshall,

Your speech at our Current Strategy Forum was both comprehensive and carefully crafted. The effort and attention to details which you obviously gave to the preparation of your address were impressive and appreciated. The standing ovation of the audience spoke, I trust, for itself. I look forward to reading the text which Bing West informed me is in the mail.

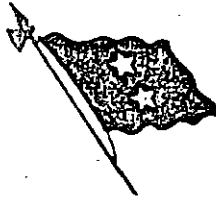
Thank you very much. I hope it will not be another 26 years before we see you again at the Naval War College.

Yours sincerely,

H. HARDISTY  
Rear Admiral, U.S. Navy

Mr. Charles Burton Marshall  
4106 North Randolph Street  
Arlington, VA 22207

WRITTEN BY: PROF West (3A:eat) 7 July 1977



PRESIDENT OF THE NAVAL WAR COLLEGE  
Newport, Rhode Island  
02840

SER 1 5 4 7  
11 JUL 1977

Dear Dennis,

Your talk at our Current Strategy Forum was much appreciated by all attendees. Many commented particularly upon your lucid and sobering analysis of the linkage between our alliance structure and the increasing monetary crisis provoked by the price of oil. Put simply, you were a great success. The obvious time and effort you devoted to your address contributed to that success and, in my opinion, reflected well upon our sister service institution as well as upon you personally.

My best regards to Bob Gard.

And, Dennis, do come again!

Yours sincerely,

H. HARDISTY  
Rear Admiral, U.S. Navy

Dr. Dennis J. Doolin  
Professor of Foreign Affairs  
The National War College  
Washington, DC 20319

WRITTEN BY: PROF West (3A:eat) 7 July 1977

18 July 1977

MEMORANDUM TO DIRECTOR, CSF

From: Academic Committee Chairman

Subj: Perusal of CSF Evaluation Sheets

1. Evaluations re academic content

a. Flag Officers - generally favorable. Wanted more preparation by students.

b. Faculty - felt subject matter too broad and all lacked expertise to link forces to policies.

Comment. Quite right. A few faculty were hyper-critical. Since they are those who bitched the most and acted like spoiled students before CSF, I applied an infinite discount rate to their critiques. My feeling is the faculty saw CSF as an additional duty. While most did well, some did not. Next year the Dept. Heads should be personally involved so their teachers know CSF counts for fitreps.

c. Students - felt subject matter was too broad and expertise lacking to link policies to forces.

Comment. Quite right. Several students suggested using the mil-media as a model. What they did not consider is that mil-media discusses philosophical, not policy, issues. Hence no preparation and no "expert" background are required. I like the idea of a philosophic CSF and it should be considered. There are two problems, however: keeping a focus on the one hand and keeping responsibility on the other. Because the press is an adversary, unofficial branch of government, it is perfectly legitimate to criticize the press. How to find a Navy-related subject where individual philosophies will be accepted by all attendees as a legitimate NWC focus is an open question.

(By the way, although it is not academic business, the clearly paramount irritant to the student is the timing, not the concept of CSF. I think change would be wise.)

d. Civilian Guests - felt subject matter too broad and expertise lacking on force specifics.

Comment. Quite right.

A warning, however. We structured four major issues per seminar to keep the conversation lively. By restricting the subject matter, one runs the dual risks of boredom and less participation as more expertise is required.

BWJ

F. J. WEST, JR.  
Academic Committee Chairman

So - 1) a narrower academic focus for next year is indicated  
2) but the theme + the issue of philosophy vs policy tone need further discussion.



PRESIDENT OF THE NAVAL WAR COLLEGE  
Newport, Rhode Island  
02840

8 JUL 1977

Bcc  
01  
✓3  
23

Dear Admiral Hayward,

We were all very disappointed over the turn of events which precluded your visit to CSF-77. However, I think I can speak for everyone in expressing their appreciation for the personal effort you made to make the commitment. I expressed your regrets to a full audience and again wish to ensure you there is no reason for any embarrassment. People understood and realized that more important matters precluded your visit.

We were lucky in having Bing West in the wings. Between he and I and some midnight oil we wound up the final morning on a high note. We summarized the seminar opinions, followed with West's talk on the two China's with lively Q&A, then I wrapped it up with a summary talk and overview of the entire conference. Our "dog and pony show" did not replace you by any means but it went well as a substitute and we made a point on our Navy flexibility. I imagine Sam Gravely has debriefed you by now.

Hugh Nott and Bing will be in touch with your action officer on specific results of the conference. The VCNO expressed his concern through Vice Admiral Doyle over touchy issues (Korean policy for example) which might arise during the conference. We knew to be careful and Jim Doyle advised me after the conference that he was very pleased by the manner in which sensitive issues were addressed.

Secretary Claytor acquitted himself well and received outstanding comments. Jim Woolsey did the same as graduation speaker. Jim and Sue Woolsey stayed for the weekend and upon the three occasions that I was with them Jim focused a good deal of conversation with Bing, Hugh, and I on the Pacific Study, CSF, and the future for our Center for War Gaming.

In sum, the Naval War College had a great year and the new selection system provided a very talented class. Your interest and support provided impetus to a successful year and I would like to express our appreciation to you.

We look forward to a continuance in any support we can provide to you. Hope you can visit next academic year. Sally joins me in sending our best wishes to you and Peggy.

Most sincerely,



H. HARDISTY  
Rear Admiral, U.S. Navy

Admiral Thomas B. Hayward, USN  
Commander in Chief, U.S. Pacific Fleet  
FPO San Francisco 96610

21 September 1977

MEMORANDUM FOR DISTRIBUTION LIST

From: Dean of Academics

Subj: Nominees for Current Strategy Forum, 1978

1. The Secretary of the Navy has approved our recommendation to conduct CSF-78 on 27-29 March 1978. It also has been decided to scale down the number of outside guests to a target of 150. Approximately 25 of these are expected to be Flag/General Officers designated by each service.

2. Judging by past experience, invitations to approximately 500 individuals will generate acceptances from the desired number of civilian guests. Our list is made up of people named by SECNAV and CNO, those recommended by previous attendees, NWC Foundation officials, and various other sources. The attached nomination forms are provided so that you and members of your department may provide the names of candidates you think should be invited. More leaders in the field of education and minority representatives would help us achieve the hoped for cross-section.

3. Please provide your department's nominees to the Special Events Office (C-122) at your earliest convenience. Additional forms may be obtained there if needed.

  
W. A. PLATTE

Distribution.

List 4



**NAVAL WAR COLLEGE CONFERENCE PARTICIPANT NOMINATION**  
**NAVWARCOL 5723.2 (REV. 3/77)**

*I desire to nominate the following civilians for possible participation in future conferences at the Naval War College. PLEASE PRINT OR TYPE. Complete information is required for necessary administrative purposes.*

FULL NAME (no initials) last, first, middle

KIND OF BUSINESS (principal product or service)

TITLE/PROFESSION

NAME OF FIRM

BUSINESS ADDRESS

HOME ADDRESS

DATE OF BIRTH (if known) OR APPROXIMATE AGE

REMARKS (include past/present military affiliations)

NOMINATED BY (typed or printed name)

SIGNATURE

**NAVAL WAR COLLEGE CONFERENCE PARTICIPANT NOMINATION**  
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HOME ADDRESS

DATE OF BIRTH (if known) OR APPROXIMATE AGE

REMARKS (include past/present military affiliations)

NOMINATED BY (typed or printed name)

SIGNATURE

18 October 1977

MEMORANDUM FOR PROFESSOR CROWL

Subj: Current Strategy Forum 1978

1. In your discussions with Vice Admiral Bill Crowe relative to the possibility of his addressing the 1978 Current Strategy Forum, I suggest you describe the opportunity in the following terms:

a. It would be the first real address after SecNav's opening keynote remarks and, as such, it will lock in the conference theme of "The Navy and National Strategy."

b. Essentially, Bill Crowe's address should deal with why navies exist, how they function to support policy and strategy, and - particularly - what kinds of policy and strategy require navies. Historical examples, recent conflicts and crises, and perhaps some peering into the future could be both illustrative and instructive as Part I of this address.

c. For Part II, Bill could deal with the flexibility and additional options naval forces offer decision makers in the national security arena. Some policies, strategies, and contingency plans are feasible only if naval/maritime forces exist.

d. Part III, in conclusion, should set the stage for the other CSF addresses and discussions to follow, specifically by outlining how the size, shape, and character of navies are determined by the interplay among national objectives, geography, and politico/military threats. Thoughtful, knowledgeable, and logical analysis of the balance between policy and means is the vital ingredient in strategy.

H. G. NOTT

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**NAVAL WAR COLLEGE**  
**NEWPORT, RHODE ISLAND**  
02840

NAVWARCOLINST 5000.2F  
234/LJZ:mad  
12 September 1977

NAVWARCOL INSTRUCTION 5000.2F

From: President, Naval War College

Subj: The Current Strategy Forum

1. Purpose. To promulgate policy and assign responsibility for the planning, administration and conduct of the Current Strategy Forum.
2. Cancellation. This Instruction cancels and supersedes NAVWARCOL INSTRUCTION 5000.2E of 7 April 1975.
3. General. Each academic year as part of its resident courses, the Naval War College conducts a program known as the Current Strategy Forum. At this Forum prominent civilians, and Flag and General Officers of the military services meet with the Naval War College faculty and students to discuss current subjects of national importance.
4. Objectives. The broad objectives of the Forum are:
  - a. To further an understanding by the individual, of the complex nature of the problems facing the United States in formulating strategy to attain our national objectives.
  - b. To broaden the general knowledge of all participants with regard to the means at the disposal of the United States for attainment of national objectives.
  - c. To assist the individual in arriving at his own concept of the national strategy of the United States.
  - d. To provide the participants with an opportunity to share a cross-section of viewpoints through the mutual exchange of ideas with individuals possessing a wide range of experience and background.

NAVWARCOLINST 5000.2F  
12 September 1977

The Forum fulfills the following additional purposes:

a. To solidify and strengthen student grasp of the Naval War College curriculum.

b. To make clear to guests what the War College teaches and how the curriculum is presented.

5. Organization. A Current Strategy Forum Administrative Group composed of personnel drawn from throughout the Naval War College Staff and Faculty will be established to plan, coordinate and conduct the conference. The Director, Support Services will be the officer with overall responsibility for the Forum. Principal members of the CSF Administrative Group and their responsibilities are listed in paragraph 6 below. A listing of additional assistants, together with a timetable of action items will be promulgated not later than six months in advance of CSF by the Director, Support Services.

6. Responsibilities.

a. The Director, Current Strategy Forum (Director, Support Services) shall:

(1) Select and obtain approval of the CSF Administrative Group.

(2) Conduct briefings for and oversee the activities of the CSF Administrative Group.

(3) Coordinate with the Dean of Academics and Director, NCC, on scheduling a CSF briefing for students. Present briefing as scheduled.

(4) Provide status reports on progress of CSF preparations to the President, NWC and others as appropriate.

b. The Current Strategy Forum Coordinator shall:

(1) Monitor and coordinate the activities of the CSF Administrative Group.

(2) Prepare progress reports.

(3) Prepare a comprehensive master schedule of CSF printing requirements.

(4) Prepare the CSF Brochure including messages from SECNAV and PRESNAVWARCOL and the schedule.

(5) Prepare the guest list to include nominations received from prior attendees and NWC input. Submit to SECNAV via CNO for approval and additions.

(6) Assemble the CSF Syllabus using inputs from appropriate members of the CSF Administrative Group.

(7) Send invitations on receipt of SECNAV approval. Tabulate responses.

(8) Prepare informative notices for resident students outlining the scope and requirements of CSF as it pertains to them.

(9) Assemble a Biographical Data Booklet including speakers, participating faculty, guest and student rosters.

(10) Coordinate requirements for outside assistance (personnel, etc.), with other commands.

(11) Mail selected advance readings and list of attendees to those who have accepted.

(12) Invite local commanders to attend major addresses in the auditorium.

(13) Assemble material for guest briefcases including the NWC Brochure, Biographical Data Booklet, Guest Privilege Card, NWC Foundation Brochure, recent issues of the NWC Review and Naval Institute Proceedings, Newport Chamber of Commerce pamphlets, etc.

(14) Activate the CSF Command Center with master check-off lists and status boards for the use of CSF Duty Officers.

(15) Establish a CSF checking account and manage the budget. Request Official Representation Funds from SECNAV as necessary.

(16) Draft letters of appreciation as appropriate.

(17) Prepare the final administrative report.

c. The Academic Director shall:

(1) In conjunction with the Academic Policy Council, select a theme, prepare a proposed concept and plan and list of speakers and alternates for submission to SECNAV for approval.

NAVWARCOLINST 5000.2F  
12 September 1977

(2) Select advance readings in time to obtain copyright clearance.

(3) Prepare the "Guidelines for Academic Events" Annex for the Syllabus.

(4) Prepare moderators' guides and present briefing on Forum procedures to Faculty Committee Chairmen.

(5) Draft introductory and closing remarks for the President, NWC and prepare speaker introductions.

(6) Write letters of appreciation to guest speakers.

(7) Collaborate with the CSF Coordinator in preparation of the CSF evaluation from evaluation sheets.

d. The Senior Escort Officer shall:

(1) Prepare the "Escort Responsibilities and Assignments" Annex for the Syllabus.

(2) Schedule and conduct a briefing on escort duties and procedures for students.

(3) Prepare a memorandum to students requesting volunteers and indication of preference for category of guest.

(4) Assign student escorts to guests.

e. The Senior Watch Officer shall:

(1) Prepare a NWC Notice for CSF Duty Officers and enlisted watch standers.

(2) Schedule and conduct briefings on duties and procedures for all CSF watch personnel.

(3) Contact T.F. Green Airport regarding establishment of an Airport Duty Office.

(4) Prepare log books/PDL books for watch stations.

(5) Prepare duty lists and arrange for box lunches for watch personnel.

f. The Housing/Transportation/Security Officer shall:

(1) Block hotel/motel/BOQ reservations based on the number of guests anticipated.

- (2) Prepare a comprehensive transportation plan including personnel and vehicle requirements. Prepare the "Transportation" Annex for the Syllabus.
- (3) Prepare CSF special traffic and parking instructions.
- (4) Obtain necessary signs and identification badges.
- (5) Prepare a NWC Notice for Dispatchers and Duty Drivers. Include watch list.
- (6) Prepare daily bus schedules.
- (7) Make reservations for guests as acceptances are received.

g. The Social/Messing Officer shall:

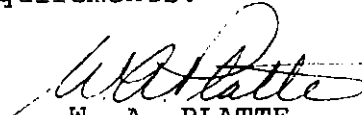
- (1) Prepare the "Dining and Social Events" Appendix for the Syllabus.
- (2) Make arrangements with COMO for catering the SECNAV Reception, luncheons and dinners.
- (3) Arrange appropriate entertainment (Northeast Navy Band Combo, Sea Chanters, etc.).
- (4) Assist the aide with seating plans.
- (5) Make coffee mess additional arrangements.
- (6) Coordinate with Committee Assistant Chairmen regarding ticket sales and informal dining plans.

h. The Committee Coordinator shall:

- (1) Prepare the "Committee Responsibilities and Assignments" Annex for the Syllabus.
- (2) Make a survey of committee room availability.
- (3) Obtain names of Faculty Committee Chairmen and designate committee number.
- (4) Assign students to committees and designate Committee Assistant Chairmen.

(5) Assign guests to committees as acceptances are received.

(6) Inspect committee rooms and advise the Maintenance Division of any special requirements.

  
W. A. PLATTE  
Chief of Staff

Distribution:

List 4

Stocked:

NAVWARCOL (251)



19 September 1977

MEMORANDUM FOR DISTRIBUTION

Subj: Current Strategy Forum, 1978; action items for

Ref: (a) NAVWARCOL INST 5000.2F

Encl: (1) Action items by month  
(2) Administrative Organization

1. Enclosure (1) delineates action items for CSF-78 by month and responsibility. Enclosure (2) provides the special administrative organization established to perform the actions as called for by reference (a).



D. G. LOOS

Distribution.

List 4

CAPT Quinn

CAPT Halle

CAPT Loos

CDR Zvanovec

CDR Longman

CDR Haigis

CDR Hess

CDR DeRuggiero

CDR Midas

CDR McCoy

LTC Ficke

LCDR Terwilliger

ENS Walls

Mr. Hall

Mr. Brownell

PLANNING SCHEDULE FOR CSF-78 (AS REQUIRED)

<u>CSF ACTION ITEM</u>	<u>ACTION OFFICER</u>	<u>REMARKS</u>
Prepare progress reports	CSF Coordinator	Approx. weekly during last three months before conference.
Conduct briefings of CSF Admin. Group	Director, CSF/ CSF Coordinator	
Make reservations for guests as acceptances are received	Housing Officer	
Issue informative notices to student body	CSF Coordinator	Starting in January

PLANNING SCHEDULE FOR CSF-78 - SEPTEMBER 1977

<u>CSF ACTION ITEM</u>	<u>ACTION OFFICER</u>	<u>REMARKS</u>
Select and obtain approval of CSF Administrative Group	Director, CSF	
Select theme	Academic Director	CSF Coordinator obtain SECNAV approval
Prepare Concept and Plan	Academic Director	CSF Coordinator obtain SECNAV approval
Prepare list of proposed speakers and alternates	Academic Director	CSF Coordinator obtain SECNAV approval
Block hotel/motel rooms and BOQ	Housing Officer	Based on target number of outside guests
Obtain approval to print color brochure	Director, Academic Services	
Prepare comprehensive master schedule of CSF printing requirements	CSF Coordinator/ Director, Academic Services	
Select advance readings and obtain copyright release.	Academic Director/ Director, Academic Services	

PLANNING SCHEDULE FOR CSF-78 - OCTOBER 1977

<u>CSF ACTION ITEM</u>	<u>ACTION OFFICER</u>	<u>REMARKS</u>
Prepare schedule of events	CSF Coordinator	Input from Academic Director
Prepare SECNAV and PRESNAVWARCOL messages for brochure	CSF Coordinator	
Prepare guest list	CSF Coordinator	Obtain input from NWC Faculty/Staff
Draft letter from SECNAV to Cabinet/Congressmen	CSF Coordinator	Forward to SECNAV via CNO
Request list of Flag Officers to be invited from VCNO	CSF Coordinator	
Obtain SECNAV photograph and signature for brochure	CSF Coordinator	
Have invitations, envelopes, reply cards and Secretary's telephone card printed	CSF Coordinator/ Dir., Academic Services	
Obtain approval of cover design and President's photograph for brochure	CSF Coordinator/ Dir., Academic Services	
Arrange combo for SECNAV reception	Social/Messing Coordinator	
Obtain SECNAV approval of and input to guest list	CSF Coordinator	Via CNO
Draft invitations to guest speakers	CSF Coordinator	Enclose concept and plan

PLANNING SCHEDULE FOR CSF-78 - NOVEMBER 1977

<u>CSF ACTION ITEM</u>	<u>ACTION OFFICER</u>	<u>REMARKS</u>
Have CSF brochure printed	CSF Coordinator/ Dir., Academic Services	
Make preliminary plans for social events	Social/Messing Coordinator	Including SECNAV Reception
Request Official Representation Funds for SECNAV Reception	CSF Coordinator	
Select Faculty Committee Chairmen	Committee Coordinator	By letter from Dean of Academics to Department Heads
Make survey of committee room availability	Committee Coordinator	
Assign students to committees	Committee Coordinator	Designate Assis- tant Chairmen
Have CSF Admin. Data/Travel/Accommodations Card printed	CSF Coordinator/ Dir., Academic Services	(NAVWARCOL 5050-1A)
Arrange for logistic support conference with Commander, NETC in December	CSF Coordinator	Pre-arrange by phone; follow-up by letter. Advise SATO separately to attend.
Send letters inviting Service Chiefs and representatives.	CSF Coordinator	Include note that War College coun- terparts invited separately.
Send letters inviting other service War College counterparts	CSF Coordinator	

PLANNING SCHEDULE FOR CSF-78 - NOVEMBER 1977 (Continued)

<u>CSF ACTION ITEM</u>	<u>ACTION OFFICER</u>	<u>REMARKS</u>
Send SITREP ltr to CNO	CSF Coordinator	Invite his participation; Ask him to contact Chairman, JCS for representative.

PLANNING SCHEDULE FOR CSF-78 - DECEMBER 1977

<u>CSF ACTION ITEM</u>	<u>ACTION OFFICER</u>	<u>REMARKS</u>
Assemble and correlate Syllabus	CSF Coordinator	Inputs from appropriate CSF Admin. Group Members
Prepare transportation plan	Transportation Officer	
Have guest auto passes printed	CSF Coordinator/ Dir., Academic Services	
Coordinate with Dean of Academics and Director, NCC on scheduling briefing for students	Director, CSF	
Conduct briefing for Committee Chairmen/ Assistant Chairmen	Director, CSF/Academic Director/Social/Messing Coordinator	
Have nomination form for prospective CSF participants printed	CSF Coordinator/ Dir., Academic Services	
Have Advance Readings printed	CSF Coordinator/ Dir., Academic Services	
Select charts/maps for committee rooms	Academic Director	

PLANNING SCHEDULE FOR CSF-78 - JANUARY 1978

<u>CSF ACTION ITEM</u>	<u>ACTION OFFICER</u>	<u>REMARKS</u>
Mail civilian invitations	CSF Coordinator	(first week)
Prepare and mail Flag/General officer letter invitations	CSF Coordinator	(first week)
Prepare student roster for Biographical Data Booklet	Director, Academic Services	
Brief Student Body	Director, CSF	Start series of informative notices
Request augmentation personnel for watch standing/transportation pool	CSF Coordinator	
Have Syllabus printed	CSF Coordinator/ Dir., Academic Services	
Mail letter to Naval Institute requesting 150 courtesy copies of Proceedings for civilian guests	CSF Coordinator	
Arrange for installation of telephone facilities; CSF Command Center, Airport, Spruance (for SATO rep) and Conolly (for guests)	CSF Coordinator	Work with Code 20 and Head, Maintenance Division
Have guest registration receipts printed	CSF Coordinator/ Dir., Academic Services	
Determine guest courtesy privileges. Have card printed.	CSF Coordinator/ Dir., Academic Services	Contact NRMC
Prepare memorandum requesting volunteers and indication of preference for category of guest	Senior Escort Officer	
Prepare moderators' guides for Committee Chairmen	Academic Director	



PLANNING SCHEDULE FOR CSF-78 - FEBRUARY 1978

<u>CSF ACTION ITEM</u>	<u>ACTION OFFICER</u>	<u>REMARKS</u>
Conduct escort briefing	Senior Escort Officer	
Assign guests to Committees	Committee Coordinator	
Make escort assignments	Senior Escort Officer	
Prepare roster of Flag/General Officers for Biographical Data Booklet	Director, Academic Services	Input from CSF Coordinator
Prepare roster of Civilian Guests for Biographical Data Booklet	Director, Academic Services	Input from CSF Coordinator
Draft opening/closing remarks and speaker introductions	Academic Director	
Prepare memorandum for civilian guests on facilities available (hospital, COMO)	CSF Coordinator	
Invite local Commanders to attend major addresses in the auditorium	CSF Coordinator	
Prepare CSF special traffic and parking instructions	Security Officer	
Finalize local transportation arrangements	Transportation Officer	Obtain necessary signs and identification badges
Discuss CSF Command Center set-up with Head, Maintenance Division	CSF Coordinator	Recheck telephone installation plans
Prepare daily bus schedule	Transportation Officer	

PLANNING SCHEDULE FOR CSF-78 - FEBRUARY 1978 (Continued)

<u>CSF ACTION ITEM</u>	<u>ACTION OFFICER</u>	<u>REMARKS</u>
Have Pocket schedule printed	CSF Coordinator/ Dir., Academic Services	
Prepare NWC Notice for CSF Duty Officers and enlisted watch standers	Senior Watch Officer	
Contact T.F. Green Airport regarding establish- ment of Airport duty office	Senior Watch Officer	
Obtain allocation of TAD funds for Airport Duty Officers	CSF Coordinator	
Prepare participants' name tags and name plates	Dir., Academic Services	
Tag Committee Chairmen's boxes	Dir., Academic Services	For use in CSF Command Center
Have Escort Officer's Pocket Reminder Card printed	CSF Coordinator/ Dir., Academic Services	
Have briefcase check lists printed	CSF Coordinator	
Finalize plans for social events (luncheons, dinners, SECNAV reception)	Social/Messing Officer	
Make coffee mess additional arrangements	Social/Messing Officer	
Have Biographical Data Booklet printed	CSF Coordinator/ Dir., Academic Services	
Have Escort Telephone Call Check List printed	CSF Coordinator	

PLANNING SCHEDULE FOR CSF-78 - MARCH 1978

<u>CSF ACTION ITEM</u>	<u>ACTION OFFICER</u>	<u>REMARKS</u>
Mail selected readings, car pass and acceptance list	CSF Coordinator/ Dir., Academic Services	Week of 6 March
Arrange escorts/transportation/lodging for speakers	CSF Coordinator/ Academic Director	
Include information on CSF in NWC weekly NEWSBRIEF	Public Affairs Officer	
Arrange for delivery of courtesy copies of New York Times and Wall Street Journal	Public Affairs Officer	
Prepare NWC Notice with CSF duty drivers and dispatchers watch list	Transportation Officer	
Schedule and conduct briefings on duties and procedures for all CSF watch personnel	Senior Watch Officer/ Transportation Officer	
Advise Travel Section requirement for TAD orders	Senior Watch Officer	
Prepare schedule of watches (less transportation personnel)	Senior Watch Officer	
Arrange for box lunches for all watch standers	Senior Watch Officer	
Prepare log books/PDL books for watch stations	Senior Watch Officer	
Print name plates for students, faculty and guests and conference name tags for guests	Dir., Academic Services	
Assemble material for guest briefcases	CSF Coordinator/ Dir., Academic Services	
Activate CSF Command Center	CSF Coordinator	6 MAR on limited basis. Full time on 25 MAR.

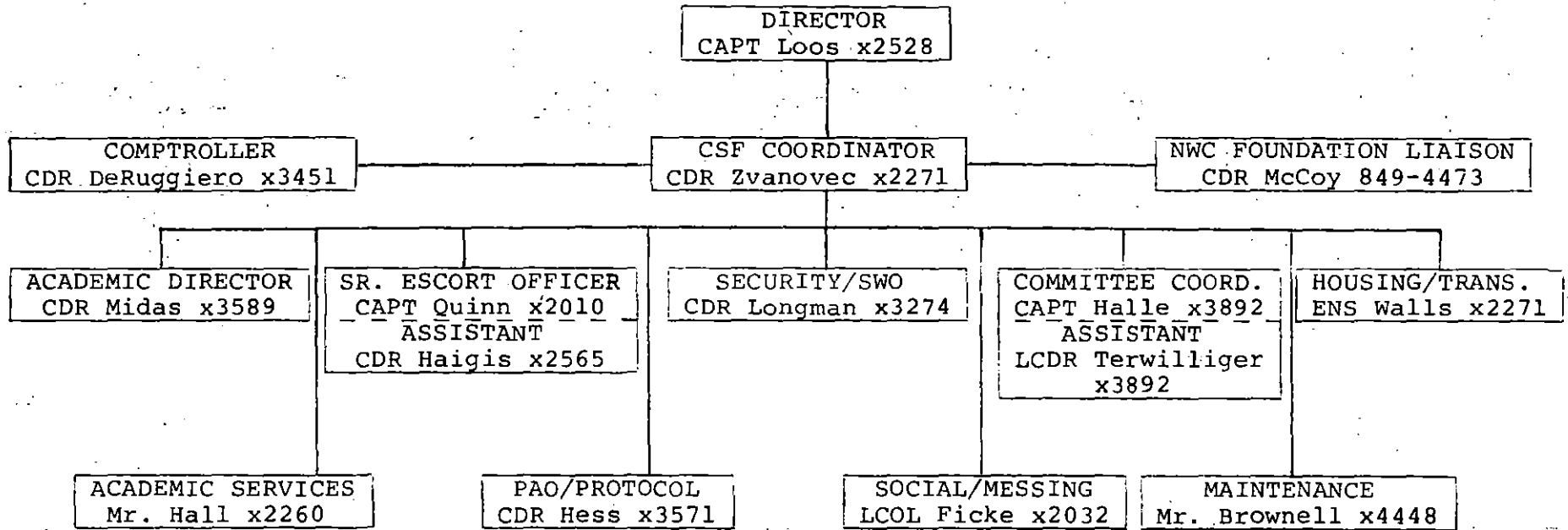
PLANNING SCHEDULE FOR CSF-78 - MARCH 1978 (Continued)

<u>CSF ACTION ITEM</u>	<u>ACTION OFFICER</u>	<u>REMARKS</u>
Establish CSF checking account	CSF Coordinator	
Coordinate with Committee Assistant Chairmen regarding ticket sales and informal dining plans	Social/Messing Officer	
Assist aide with special seating plans	Social/Messing Officer	
Inspect committee rooms. Advise Maintenance Div. of any special requirements.	Committee Coordinator	By 21 March
Make arrangements for refilling coke/vending machines	Social/Messing Officer	
Ensure adequacy of supplies, copies of CSF documents, etc., in Command Center	CSF Coordinator/ Senior Watch Officer	
Station 24 hour watch in CSF Command Center	Senior Watch Officer	From 0900 25 Mar to 1600 29 Mar
Fly state flags daily	Head, Maintenance Div.	26-29 March
Deliver briefcases to CSF Command Center	Dir., Academic Services	24 March
Prepare and print addendum to Biographical Data Booklet	CSF Coordinator/ Dir., Academic Services	o/a 27 Mar

PLANNING SCHEDULE FOR CSF-78 - APRIL 1978

<u>CSF ACTION ITEM</u>	<u>ACTION OFFICER</u>	<u>REMARKS</u>
Write letters of appreciation to guest speakers	Academic Director	For President NWC signature
Draft letters of appreciation as appropriate	CSF Coordinator	
Mail CSF roster to Naval Institute	CSF Coordinator	
Prepare lessons learned/final report on area of responsibility	All Actions Officers	Submit to Director, CSF
Prepare CSF Evaluation from evaluation sheets	Academic Director/ CSF Coordinator	
Prepare Final Administrative Report	CSF Coordinator	

CURRENT STRATEGY FORUM - 1978



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30 December 1977

MEMORANDUM FOR DISTRIBUTION

Subj: Schedule for Current Strategy Forum, 1978

Encl: (1) Schedule of Events

1. Enclosure (1) is the CSF-78 Schedule, essentially as it will appear in the CSF Syllabus. Appropriate portions have been reviewed by CNO and SECNAV and necessary adjustments incorporated.

  
D. G. LOOS

Distribution.

List 4

CAPT Quinn

CAPT Halle

CAPT Loos

CDR Zvanovec

CDR Longman

CDR Haigis

CDR Hess

CDR DeRuggiero

CDR Midas

CDR McCoy

LCDR McKenney

LCDR Terwilliger

ENS Lackman

Mr. Hall

Mr. Brownell

Ms. Crosby

ANNEX A TO THE SYLLABUS FOR THE  
CURRENT STRATEGY FORUM (CSF), 1978

SCHEDULE OF EVENTS

17 January - Tuesday

- 1505 - Briefing for all students by Director, Current Strategy Forum in Spruance Auditorium.

7 February - Tuesday

- 1130 - Escort Briefing for C&S Students in Spruance Auditorium.

13 February - Monday

- 1300 - Escort Briefing for CNW Students in Spruance Auditorium.

2 March - Thursday

- 1300 - CSF Academic Committee Briefing for Committee Chairmen and Assistant Chairmen in Spruance Auditorium.

6 March - Monday

- - Activate CSF Command Center in Conolly Coffee Lounge on limited basis (telephones, status boards, guest files).

23 March - Thursday

- 0900 - Briefing for CSF Watch Personnel in Conolly 322.
- 1000 - Briefing for Transportation Personnel in Conolly 322.

25 March - Saturday

- 0900 - CSF Command Center on full time operation. Airport Duty Officer stationed at Theodore F. Green Airport (as warranted by advance arrival notices).
- - Guest early arrivals. Escorted to NWC for registration and to place of lodging.

26 March - Sunday

- - Guest early arrivals. Escorted to NWC for registration and to place of lodging.



27 March - Monday

- AM - Guest arrivals and check in at NWC.
- 1300 - Welcoming remarks and introduction of first speaker by President, Naval War College, Spruance Auditorium.
- 1315 - Introductory address illustrating interdependence of strategy and policy, resource allocation/management, and naval operations by Under SecNav Woolsey.
- 1400 - Address: "Concepts of Strategy"
- 1500 - Seminar discussions by committee in assigned committee rooms.
- 1800-2000 - Secretary of the Navy's Reception.

28 March - Tuesday

- 0830 - Remarks and Q&A by Secretary of the Navy.
- 0915 - Address: "U.S. National Strategy and Foreign Policy Today".
- 1015 - Seminar discussions by committee
- 1130-1300 - Luncheons (even-numbered committees at COMO; remainder as arranged by Assistant Chairmen).
- 1300 - Panel Discussion: "Resource Constraints on U.S. Naval Force Posture".
- 1430 - Seminar discussions by committee.
- 1800 - Dinner at Commissioned Officers' Mess for guests and escorts.
- 2000 - Address: "Navies Today, an Observation from the Fleet".

29 March - Wednesday

- 0830-0900 - Lecture on Current and Projected Soviet Naval Capabilities and Thinking.
- 0900-0930 - Lecture on Current and Projected U.S. Naval Forces and Functions.
- 0945 - Seminar (discussion game).
- 1130-1300 - Luncheons (odd-numbered committees at COMO; remainder as arranged by Assistant Chairmen).
- 1300 - Cuban Missile Crisis Demonstration or War Gaming Demonstration for guests.
- 1445 - Conference Summary.
- 1500 - Closing Remarks and farewell by President, Naval War College.

CSF

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THE SECRETARY OF THE NAVY  
WASHINGTON

March 8, 1978

Vice Admiral J. B. Stockdale, USN  
President  
Naval War College  
Newport, Rhode Island 02840

Dear Admiral Stockdale:

Thank you for keeping me informed on progress for the Current Strategy Forum planning in your letter of February 16.

I am looking forward to being the Key-noter for the Forum and to remaining for the Reception on Monday evening, March 27.

While I haven't decided on the exact words for my talk, I think a reasonably good title would be, "Flexibility: Naval Force Planning Toward the 21st Century."

With best wishes,

Sincerely,

W. Graham Claytor, Jr.