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## President's Notes

Edward F. Welch Jr.  
*U.S. Navy*

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## President's Notes

These are my final President's Notes for the *Naval War College Review* as I conclude a three-year term as President of the Naval War College. It has been a challenging and satisfying experience.

In my initial President's Notes in 1979, I said that "I intend to keep the Naval War College pointed toward the fleet, and I look to a good interaction with operator and policymaker, defense analyst and scholar alike. Such a dialogue is essential if Newport is to continue and improve as the nexus for naval strategic

thought." I believe that, with the dedicated assistance of a superb faculty and staff, we are achieving this aim.

To this end, more curriculum time has been dedicated to tactics in the core course of Naval Operations. An annual Tactical Symposium, attended by fleet operators as well as our students, has been instituted. The Global War Game, played in the summer, has grown to be a well-attended and instructive event. In addition, more high-level war games, sponsored by the Chief of Naval Operations and our own Center for Naval Warfare Studies, have attracted a great deal of interest, enthusiasm and fleet participation. All unrestricted line officers of the Navy are now required to take a course, Intelligence for Command, taught at the level of Special Intelligence.

One of the principal contributors to the expansion of the dialogue among the Naval War College, the rest of the Navy, defense professionals, and scholars has been the Center for Naval Warfare Studies (CNWS). Instituted by the Chief of Naval Operations last year, this center under the leadership of Robert Murray, the former Under Secretary of the Navy, has proved to be one of the more exciting ventures in the long history of the Naval War College. Amalgamating three existing operations, the Center for War Gaming, the Center for Advanced Research and the *Naval War College Review*, and adding a new Strategic Studies Group, CNWS has performed remarkably well in its first year. Through a number of visits and interactions with the leadership of the Navy, here in Newport and in Washington and at fleet headquarters as well, the Navy's challenges, present and future, have been examined in detail with the subsequent development of strategic and tactical innovations to meet these challenges. Through the iterative war gaming of many of these ideas, research by the fellows of the Strategic Study Group and by our regular students, together with long hours of discussion in conferences, the shape of a constructive and well-researched mechanism for providing sound advice to the Navy's decision makers is now emerging.

During this past year, we have also been fortunate in gaining the services of Frank Uhlig, the former senior editor of the Naval Institute, as editor of the Naval War College Press. Frank is serving as editor of our *Naval War College Review* and will

function in a similar capacity for our new classified publication, *The Newport Papers*, which will promulgate much of the research of the Strategic Studies Group.

A number of administrative changes have taken place. The Naval Staff College, formerly housed in Sims Hall together with the Center for War Gaming, was moved to refurbished rooms in Pringle Hall. This class, the junior international course, is now much more integrated with the rest of the academic side of the Naval War College. Their former lecture room in Sims Hall is now a secure intelligence briefing room used in teaching and in war gaming for our US students.

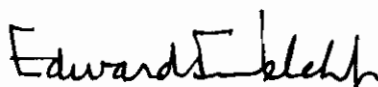
In the electives program, grading has been changed to a pass/fail system to encourage a greater freedom of choice on the part of the students. The richness and diversity of the electives program has served to broaden the students' perspectives in a number of interesting areas.

With respect to the physical plant, a number of improvements have been completed. With the thorough restoration of the third deck of Luce Hall (built in 1892) the older buildings of the Academic Group have now been brought back to their original dignity and utility. Over the years, the ravages of Newport winters and leaking roofs have taken their toll. Reslating of the roofs and refurbishing of the interiors have been completed. The library area in Mahan Hall has been provided with glass doors protecting the bookshelves where historical collections can be displayed more advantageously.

Sims Hall has also had some badly needed renovation in the war gaming command centers, entrance area, and student seminar rooms. The old theater which stood in front of Sims has been demolished and replaced by an attractive park.

In the core curriculum, in addition to the Naval Operations Department increase in tactical study, a major new subcourse, Defense Economics, was successfully introduced. This course focuses on frameworks for choosing future military forces. Otherwise, the central thrust remains, with annual changes in the syllabi as dictated by changing circumstances. The Naval War College has emerged very well from the spate of criticism directed at service colleges and academies in recent years regarding the lack of emphasis on military history and strategic thought. As most of our readers know, we lean very heavily on the lessons of history and will continue to do so. The course here is tough and demanding; it should serve the graduates, the services, and the nation well in years ahead.

Finally, I depart this assignment pleased that the Naval War College is in the forefront of military education today, and with the certain knowledge that the future contribution of the College will be a great one. In this respect, I wish to acknowledge the superb efforts of a dedicated military and civilian faculty and staff, the men and women who have worked very hard to make the Naval War College the fine place that it is. Their loyalty and dedication is unsurpassed.



EDWARD F. WELCH, JR.  
Rear Admiral, US Navy  
President, Naval War College