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## Set & Drift

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# SET AND DRIFT



## OPNAV Politico-Military Policy Division Head Graduates from Correspondence Course of Naval Warfare



Capt. George P. Steele, U.S. Navy, was graduated from the Naval War College Correspondence Course of Naval Warfare in November 1967. In the endorsement forwarding a diploma to Captain Steele, Adm. T. H. Moorer, Chief of Naval Operations, stated:

1. Delivered with my congratulations and awareness that the award of this diploma represents some 1,700 hours of individual study and that you are only the third active duty officer ever to have qualified for this diploma.
2. WELL DONE!

When asked about the value of Naval War College correspondence study, Captain Steele made these comments:

Just a generation ago the objective of the U.S. Navy line officer was a rounded career. It was then entirely possible for an officer to serve in a variety of types of ships and become competent in many of the fields that are now regarded as specialties or sub-specialties.

Several wars and a technological age later, there is just too much to learn for any naval officer to become really proficient in all aspects of the line. Now the twin objectives are to become an expert in some phase of the profession and a knowledgeable generalist in the rest. It has been my opinion that one should work toward both of these ends at the same time, and this is the reason that I have pursued the Naval War College non-resident program.

The knowledge that can be acquired through the War College correspondence courses, I have found, can be of the utmost assistance in command of a small ship on independent duty. It is evident that the more general background information an officer has, the better he can serve on a staff or in a Washington office.

As has every professional officer, I have had to face many situations

drawing on every bit of my knowledge. It is my conviction that Naval War College nonresident courses furnish indispensable tools for use at such a time.

Captain Steele's experience and distinguished career make these words particularly meaningful. Graduated from the U.S. Naval Academy and commissioned an Ensign on 7 June 1944, he attended Submarine School at New London and was subsequently assigned to U.S.S. *Becuna*, making two war patrols against the Japanese.

Subsequent assignments include Staff, Commander Submarine Squadron 8; instructor at Submarine School; Executive Officer, U.S.S. *Harder* (SS-568); and Commanding Officer, U.S.S. *Hardhead* (SS-365).

On 5 December 1959 Captain Steele assumed command of U.S.S. *Seadragon* (SSN-584). In August 1960 *Seadragon* sailed for Pearl Harbor, Hawaii via the Northwest Passage and the North Pole. *Seadragon* thus became the first submarine to go under icebergs and the first ship of any kind to go through the Northwest Passage via the Parry Channel, which she did running submerged under ice.

After a tour as Tactical Training Officer on the Staff of the Deputy Commander, Submarine Force, U.S. Atlantic Fleet, Captain Steele became the first Commanding Officer of U.S.S. *Daniel Boone* (SSBN-629). While commanding *Daniel Boone* he made the first Polaris patrol in the Pacific Ocean, sailing from Guam on Christmas Day 1964.

In August 1966 Captain Steele reported to the Office of the Chief of Naval Operations as Head, Europe and NATO Branch, Politico-Military Policy Division, his present assignment.

**NCC Field Trip.** Naval Command Course students visited the Harvard

University campus and other points of interest in the Boston, Mass., area 10 and 11 January 1968 to supplement their studies in military management and international affairs.

This visit supplemented a 1-day field trip to the Harvard Graduate School of Business Administration earlier this year. It included the entire Harvard campus and cultural, historical, and geographical points of interest in Boston.

Lectures, discussions, and demonstrations enabled the students to further their knowledge of U.S. educational institutions, to provide them with an opportunity to meet and hear distinguished authorities in international affairs, to witness management practice teaching by the case study method, and to learn of the culture, history, and geography of New England.

**NATO Defense College.** "As the President of the first and oldest service college, I particularly want to greet the students of the newest," said Vice Admiral John T. Hayward, USN.

The Naval War College President was speaking to the students of the NATO Defense College in Rome, Italy, on 20 October 1967.

He added, "I am sure it (NATO Defense College) will contribute materially to the basic strengths of the free world."

Admiral Hayward noted that it would be foolish not to recognize the pitfalls in making prophecies concerning either technical progress or what the impact will be from a strategic point of view. He nevertheless accepted the challenge to give his ideas on the subject.

"In any discussion of the future, as in navigation, one must have a point of departure," he began. "We must talk about the world and the strategic situation as it exists today."

Strategy was defined first from a national viewpoint as "the use by a nation of its military, economic, political, and psychological forces in peace or war to attain its national objectives." It was pointed out that strategy is not confined to military forces nor to a state of war.

Admiral Hayward went on to describe weapons systems and deterrents past, present, and future, citing situations where technical innovation did have in the past and could have in the future its greatest strategic implication.

"It is apparent," he said, "that technical innovation covers the entire spectrum of the physical sciences. Acoustics, light, electromagnetic radiation, atomic structure, materials, atmospheric physics, all can have direct impact on the strategic situation and balance between nations."

It was noted that the degree of impact will be a function of the type of conflict, and the types of conflicts extend across a spectrum of their own, from the megawar to the cold war. Too, advent of new concepts and the uses of technical innovation in various conflicts require both the technology to make them possible and their acceptance by military institutions.

"So we see technical innovation and its impact across the entire spectrum of military problems. It is not all strategic nor all tactical. It is apparent if a nation is to have a usable strategy in this modern, complex world of today it better be very technically proficient," stated the Admiral. He reminded his audience that only a shortsighted person would limit his forecast to a specific technology. His interest should lie in the many technical fields and their interaction with each other. He also observed that the work in materials alone can change the whole world, with examples given such as silicons, fluorides and organometallics.

In conclusion, Admiral Hayward said, "It is in these areas (the physical sciences) one must look for impacts or weapon systems with strategic implications."

He has been invited to address NATO Defense College students again in March 1968.

**Holiday Recess.** During the recent 2-week holiday recess, when organized classes, committees, and lectures were suspended, Naval War College students were entrenched in paperwork. Naval War College librarians can attest to the amount of research and background work accomplished during the recess by students deeply involved in preparation of their theses and other research papers.

**Naval War College Management Education Program.** Prior to 1965 there was no formalized course in military management conducted by the Naval War College, although individual portions or lectures of other studies did cover subject matter that could properly be categorized as a subarea of military management. In 1965 the need was recognized for a formal course and, as a consequence, a 3-week study of military management was inaugurated for the School of Naval Command and Staff in the fall of 1965. The School of Naval Warfare initiated its study of military management in May of 1966, although on a more limited scale. The need for military management education was not confined to resident students at the Naval War College alone; it existed on a Navy-wide basis. Consequently, in the spring of 1966, the Correspondence School was charged with the mission of developing a Correspondence Course in Military Management, and efforts were initiated in that direction.

The present resident course in military management is being conducted

simultaneously for the Schools of Naval Warfare and Naval Command and Staff. The course is 33 units (about 40 student hours) in length and is presented as an integral part of the Fundamentals of Strategy Study. The purpose of the course is to delineate the economic and quantitative analysis concepts and procedures applicable to the military management decisionmaking process and to describe the Department of Defense and Navy Planning, Programming, Budgeting, and Resource Management Systems. In order to achieve this objective several teaching methods are employed, two of which are innovations not used in previous years. In addition to the regular lecture and reading programs, this year the military planning game and case studies were introduced as educational training techniques. There was also increased faculty participation in the lecture program.

In addition to the core curriculum, resident students are being offered two electives which support the Military Management Course. "Introduction to Military Operations Research" is given by the Chair of Physical Sciences. The second elective is "Managerial Planning and Control" which is conducted by Professor Zenon S. Zannetos of the Sloan School of Management, present incumbent of the recently established James V. Forrestal Chair of Military Management.

Of related interest is the fact that management education is also included in the Naval Command Course for senior officers from Allied nations. Prior to last year a very limited number of management lectures was presented in the logistics study, but in academic year 1966-1967 a short course was introduced which covered the basic techniques and concepts of management. The bulk of this course was given by consultants from the Har-

vard University School of Business. For this academic year the same course of action has been selected; however, the length of the course has been increased.

The recently issued Correspondence Course in Military Management is designed to familiarize the student with various concepts, principles, processes, applications, and techniques of modern military management. The objective is not to develop a mastery of technical skills, but rather to provide the student with a survey of the management field. Although the correspondence course is predicated upon the objectives and concepts of the resident U.S. course, because of its nature it also provides educational experience in the basic theories and concepts of management, such as organizational theory and behavioral science. It is estimated that each of the three installments will require about 60 hours of student effort. Since its introduction on 1 September 1967, over 140 students, 25 of them ranking Government civilian officials, have enrolled in the Naval War College Correspondence Course in Military Management.

The establishment of the Senior Officer Executive Management Course was approved by the Chief of Naval Operations in August 1967. Initial planning indicates that the course will be oriented primarily towards general management concepts and practices rather than emphasizing management as practiced within the Department of Defense. The prospective student body for this course will be 35-40 senior Navy and Marine Corps officers, primarily Flag/General Officer selectees. It is expected that the course will run for 3 or 4 weeks during the summer months.

In addition to the courses described above, a new after-hours voluntary course in data processing has been recently instituted. This course covers 47 2-hour sessions and is designed to

develop familiarity with computers, data processing systems, and programming in order that the student may be able to apply modern military management techniques in future assignments. About 20 students are enrolled in this program during this academic year.

In response to a recognized need, the Naval War College has developed a management education program during the past 2 years that is designed to meet the requirements of the officers of the Navy and Marine Corps. It is also recognized that such a program must be responsive to change when dealing with the dynamic field of management; consequently, continuous evaluations and modification, as necessary, are inherent within the Naval War College management education program.

**International Law.** On 21 November 1967, a set of Naval War College

“Blue Books” in international law was presented to the University of the Philippines, College of Law, Quezon City, Republic of the Philippines. The presentation, on behalf of the President of the Naval War College, was made to Dean Vincente Abad Santos by Capt. Robert Kaufman, USN, Chief of Staff, Commander, U.S. Naval Forces, Philippines.

The “Blue Books,” treatises on international law prepared by holders of the Charles H. Stockton Chair of International Law, are held by almost every law school library in the United States. In recent years an increasing degree of interest has been expressed by foreign law schools. And, in addition to the Philippines, the series has been presented to libraries in the United Kingdom, Canada, Australia, Ethiopia, France, Egypt, and Nigeria.



Today the expenditure of billions of dollars every year on weapons, acquired for the purpose of making sure we never need to use them, is essential to keeping the peace.

*John F. Kennedy: Speech at  
American University, Washington,  
June 1963*