

1968

Set and Drift

The U.S. Naval War College

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Recommended Citation

War College, The U.S. Naval (1968) "Set and Drift," *Naval War College Review*: Vol. 21 : No. 8 , Article 4.
Available at: <https://digital-commons.usnwc.edu/nwc-review/vol21/iss8/4>

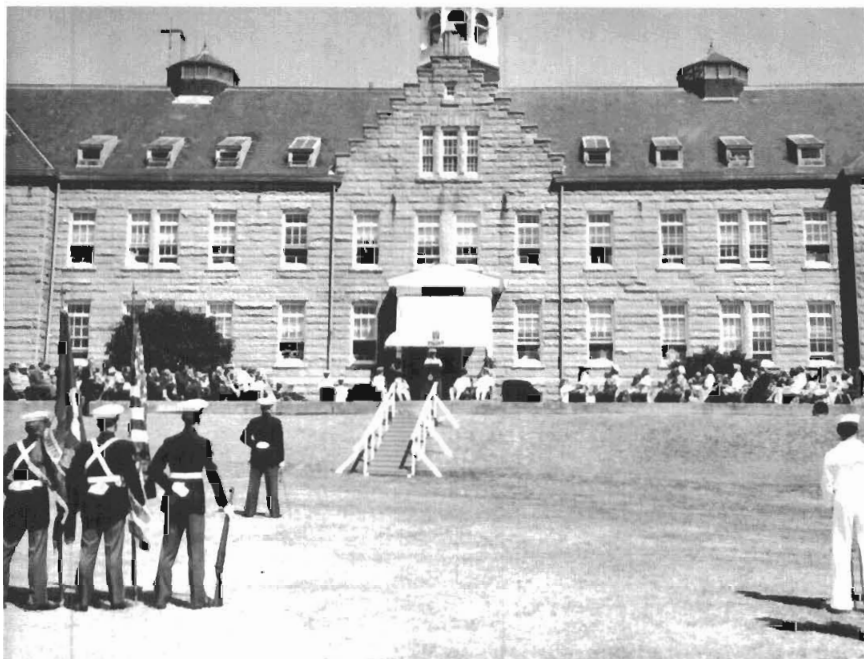
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SET AND DRIFT



Change of Command and Retirement. In an impressive Change of Command and Retirement ceremony held 30 August 1968, Vice Adm. John T. Hayward, U.S. Navy, hauled down his flag for the last time and relinquished the Presidency of the Naval War College to Vice Adm. Richard G. Colbert, U.S.

Curiously, he ended his active naval career literally a stone's throw from where he began it. His office at the



Navy. This event marked the completion of 43 years of naval service following which Vice Admiral Hayward entered private industry with the General Dynamics Corporation.

Naval War College aboard the Naval Station in Newport, R.I., overlooked the former "boot camp" where Recruit Hayward took his initial training. The period between this initial training at

Newport and as the 33rd President of the Naval War College has been marked by many achievements. He gained advanced levels of education in several scientific fields and was the first recipient of the Robert Dexter Conrad Scientific Award.

Admiral Hayward participated in the design and development of the ordnance components of the original atomic weapons, later was responsible for the design and development of the first atomic depth charge, and then subsequently commanded the first atomic task force, flying his flag on the U.S.S. *Enterprise*, during the Cuban missile crisis.

In his many decorations, including foreign, are the Silver Star, Legion of Merit, four Distinguished Flying Crosses, and the Order of the British Empire. Admiral Hayward is married to the former Leila flyer of Pensacola, Fla., and they have five children.

In relieving Admiral Hayward, Admiral Colbert is no stranger to the Naval War College. He is a graduate of the Naval Warfare Course and was instrumental in the organization of the Naval Command Course. Following 2 years as Director of the Naval Command Course, he was ordered to the Joint Staff, Joint Chiefs of Staff, where he was assigned to the Long-Range Planning and Basic War Plans Branches of the Plans and Policy Directorate.

In 1960 he assumed command of the U.S.S. *Altair* (AKS-32), in 1961 he took command of the U.S.S. *Boston* (CAG-1), and in 1962 he was assigned as a Member, Planning Council, U.S. Department of State, during which time he was promoted to Rear Admiral. In 1965 he took command of Cruiser-Destroyer Flotilla SIX, and in 1966 he assumed the position of Deputy Chief of Staff and Assistant Chief of Staff for Policy, Plans and Operations, Supreme Allied Commander Atlantic, a position he held until his appointment to President, Naval War College.

Admiral Colbert is married to Prudence Ann Robertson of London, and they have four children.

Rear Adm. J.C. Wylie, Jr., U.S. Navy, Chief of Staff, Departs. Rear Adm. Joseph C. Wylie, Jr., U.S. Navy, Chief of Staff, Naval War College, was detached on 23 September 1968 to assume duties as Commander, Newport Naval Base. Admiral Wylie has been Chief of Staff of the Naval War College since October of last year when he reported from the post of Deputy Commander in Chief, U.S. Naval Forces, Europe. Late this year Admiral Wylie will also assume command of the First Naval District, Boston, Mass.

Senior Officer Executive Management Course. On 8 August 1968, 40 senior officers of the Navy and Marine Corps graduated from a 3½-week course in management offered by the Naval War College. The composition of this high-level group represented both operational and shore commands and included line and staff officers of the following grades: 11 rear admirals, 3 brigadier generals, 11 rear admiral selectees, 14 captains, and 1 Marine colonel. From a functional viewpoint, there were 26 unrestricted line officers, of which nine were aviation designated; four supply corps officers; two medical officers; one civil engineer; one EDO; one AEDO; one intelligence officer; and four marines. Geographically there were representatives from Pearl Harbor; San Diego; Jacksonville, Fla.; and a major contingent from Washington, D.C.

The first week of the course was devoted to a study of behavioral sciences conducted by Professor Edgar Schein and Mr. Richard Beckhard of the Sloan School of Management, Massachusetts Institute of Technology. For many of the students this was their first exposure to interactive group relations, sensitivity training, and T-groups.

The next week consisted of a conceptual analysis of managerial planning

and control with emphasis on decision theory and management information systems. This portion of the course, which was so ably formulated by Professor Zenon Zannetos from the faculty of the Sloan School and the former Forrestal Chair of Military Management at the Naval War College, provided the students with significant insights into these critical areas as well as information as to their application in the "management of tomorrow." Assisting Professor Zannetos in his efforts were other leading academicians such as Professor Martin Starr of Columbia and Professor Russell Ackoff of Wharton.

With the fundamentals of human relations and managerial decisionmaking behind them, the students were then ready to commence investigations into factors for consideration in the decision-making process. Areas covered included national and international economics; labor economics; R.&D. management; and systems analysis, planning, programing, and budgeting.

The final 4 days of the course were devoted to discussions with high-level Navy, DOD, and other governmental representatives such as the CNO, the Undersecretary of the Navy, and the Special Assistant to the Secretary of the Navy. Industry was represented by Mr. Emilio G. Collado, Executive Vice-President and Director, Standard Oil Company of New Jersey, who is also a member of the Board of Advisers to the President, Naval War College. Essentially this final series of presentations provided the students with the opportunity to analyze and discuss present and future problems that will be facing them in relation to the theories, principles, and concepts covered during the first 3 weeks of the course.

Based upon comments submitted by the student body in the final post-instruction questionnaire, the course was extremely valuable and should be continued in future years.



Admiral Thomas H. Moorer, Chief of Naval Operations, awards completion certificate to a graduate of the Senior Officer Executive Management Course.

Eighty-fifth Naval War College Class Convenes. Three hundred and twenty students, comprising the three resident schools of the Naval War College's 85th class, were welcomed to the opening session on 23 August 1968 by Vice Adm. John T. Hayward, U.S. Navy, President, Naval War College.

The School of Naval Warfare began the 1968-69 academic year with 142 students, representing all the military services and several of the executive departments of the U.S. Government. Composition of the Naval Warfare school student body is made up of 71 Navy officers, 16 Marine Corps, 22 Army, 16 Air Force, one Coast Guard, and 16 civilians.

In the School of Naval Command and Staff there are 114 Navy lieutenant commanders and 10 Marine Corps, 20 Army, six Air Force and two Coast Guard officers of equivalent rank for a total of 152 students.

The third of the 10-month resident schools is the Naval Command Course which has 26 free world Navy officers representing as many countries. This course is designed to assist these specially selected senior officers in preparing them for higher command re-

sponsibilities within their own navies, and to familiarize them with U.S. Navy methods, practices, and doctrine. Countries represented in this 13th Naval Command Course include Argentina, Australia, Brazil, Canada, China, Colombia, Ethiopia, Germany, Greece, Indonesia, Iran, Italy, Japan, Korea, Mexico, Norway, Pakistan, Peru, Philippines, Spain, Thailand, Turkey, United Kingdom, Uruguay, Venezuela, and Vietnam.

Interim Command and Staff Course.

Forty-three specially selected commanders and lieutenant commanders from throughout U.S. Navy commands were at the Naval War College from 10 August to 6 September 1968 for a 1-month residency as students of the first regular Naval Command and Staff Interim Course.

These officers voluntarily participated in this special course for mid-career, regular Navy officers. Upon completion of the 4-week resident instruction, students returned to their individual commands to complete the correspondence portion of the course.

In welcoming the students on 10 August, Vice Adm. John T. Hayward, Naval War College President, noted that the Navy recognizes that many officers may not have the opportunity to attend a full-time resident course because of career timing or high priority operational assignments. This course is designed to increase the number of selected mid-career naval officers who can be provided the opportunity to acquire a Command and Staff level education.

The Interim Course presents the key elements of the regular curriculum in a combination of resident instruction and correspondence courses designed to be completed within 18 months.

The residence portion of the instruction is designed to teach the students the military planning process, acquaint them with the various subjects taught at the School of Naval Command and

Staff, and to enable each officer student to establish personal identification with the War College and its educational philosophy.

The correspondence portion consists of courses in the areas of Naval Operations, National and International Security Organization, Command Logistics, and Military Management.

During the two-part residency portion of the Interim Course, students are first involved in the detailed coverage of the Military Planning Process and a brief survey of the functional areas of Naval Warfare.

The second part is associated with the initial 2 weeks of the Naval War College Standard Resident Curricula, Fundamentals of National Strategy Study, and will include introductory lectures to International Relations, Military Management, Economics, Fiscal and Monetary Policy, and Concepts of Strategy.

Lectures and briefings are a major part of the resident course and are intended to supplement and complement daily reading and cover other areas of interest. The lecture program is presented primarily by the Naval War College faculty with the exception of a few distinguished guest lecturers.



Cdr. Jameson K. Deuel, USN, receives certificate upon completion of the resident and correspondence portions of the first Naval Command and Staff Interim Course.

