

Subjects Covered

12 March 2000

Birth in 1929—Growing up in Kentucky, Tennessee, Mississippi

Discussion of mother and stepfather

Attendance at Gulf Coast Military Academy

Carl Maddox—Math teacher, Football coach, mentor

Appointment to the Naval Academy

Discussion of Plebe year—Classmate & Brigade Commander Bill Lawrence

Summer cruise on Missouri—Visit to submarine Cochino

Graduation—duty selection

Assignment to Marshall (DD 676)—Deployments to Korea

Fire Control Officer—Special Operations support off Wonsan harbor

ASW Screening and Gunfire support

Refit at Hunter's Point (San Francisco)

Assignment as DCA—Collision with Gregory—Damage Control

Application to Sub School—Acceptance to MIT

Meeting Betty Ann Harris—Marriage

Observations on Naval Reservists in Marshall

Submarine School—Orders to Picuda— Key West

Ted Swain as C.O.—Ira Glass as X.O.

Good first tour—Med Deployment—Working with the Royal Navy

Pulled off to go to Sea Cat

Difficult relationship with new skipper—hurricane incident

Orders to Marlin as XO—Small submarine—Target boat

Small sub characteristics—Tactical employment

Orders to command X-1—midget sub

Background of construction—engineering and handling problems

The explosion

Selection for Nuclear Power—The Rickover interview

Family life update—Birth of children—loss of second son

Nuclear Power School in New London

W. W. Behrens in command—Tough academically

Assignment to Idaho: under instruction train on the Nautilus prototype

Orders to Skipjack as communications officer

Skipjack—First sea trials—later teething problems

Airplane-like characteristics—Rickover embarked

Reactor Safeguards Exam

Operational Reactor Safeguards Exam

Resignation letter—reconsideration

Deployment to Med under W. W. Behrens

HMS DREADNOUGHT: training the crew—Spam Hammersley

Cynthia Hammersley

19 May 2000

Skipjack—Noisy but efficient 5 blade propeller—Replaced by 7 blade

Special Operations—periscope casualty—Underway repair

Parts inventory on an SSN—Living accommodations

X.O. on Nautilus under Lando Zech

Special Operations under Jeff Metzger

Orders as X.O. of Henry Clay (Gold)

Orders changed to Sam Houston (Gold)—three patrols

Orders to Sea Dragon as C.O.—cancelled

Orders to Naval Reactors—Discussion with CAPT Behrens

Carrying out the orders

Concerns with assuming command too late in life

Working with RADM Jim Holloway on CVN Reactor Dept. organization

Duties at Naval Reactors—SSN 688 design—NR 1

Dealing with C.O., X.O. and Engineer assignments

Working for Admiral Rickover

Thresher loss and the SubSafe program

Orders to Command of USS DACE in SubDevGroup TWO

Background on SubDevGru TWO and RADM Roy Benson

Submarine fleet exercise against Diesel boats—Problems with Mk 37 torpedo

Switching schedule commitments with Tinosa

First special operation—NUC awarded

Exercise in Gulf of Maine—Seawolf submerged grounding

Second special operation—Another NUC

Conducting Special Ops—Crew teamwork

Esprit de corps— new Soviet Submarines —Keeping ahead

Comparative noise levels—Concept of tactical mobility—Nautilus

Detection of Diesel boats

Working with the VP community

Into the yard for overhaul

OP-090—Planning, Programming, and Budgeting

Serving under Admiral E. B. Bell

Lessons Learned—SUBROC termination attempt

Interaction with other branches

Admiral Zumwalt and the CNO Executive Panel

Initial charter to review of Mahan's work—Location in Rosslyn

Creation of four sub-panels—Make up of organization

Establishment of Priorities Analysis Group (PAG)

F-14 Reconnaissance PODs—The LAMPS Program

Senator Henry Jackson—Admiral Zumwalt

Promotion to O-7—Youngest Flag-select

Assignment as Commander, Submarine Group EIGHT in July 1973—CTF 69—CTF 64

Commander, Submarines, Mediterranean

New sub base at La Maddalena

Headquarters in Naples—Yom Kippur War contingency operations

Reaction—Quick response by COMSUBLANT

Direct Support (ASW) operations with COMSIXTHFLT

Keeping tabs on the Soviet Sub force—Working with VP—"Football code"

Tracking the Juliet—Repair of Bluefish

The "Blue Book"—CTF 69 Patrol Report—Lessons learned

Greek-Turkish Cypress Crisis

Working with HMS Valiant—Other NATO sub forces

Assignment as Superintendent U.S. Naval Academy

Son Jim was a midshipman

Concerns of faculty about having a "Rickover" man in charge

Bringing women to the Naval Academy—political background

Preparations—working with the Brigade of Midshipmen

Other issues—minority recruitment—attrition concerns

Curriculum—Consolidating majors programs—Core Curriculum review

Freshman Chemistry example

Further reflection on admission of women -----the media

Football team success—Relations with Admiral Rickover—President Carter

Infrastructure—Sailing program—Command relationships

Commandant Rear Admiral Jim Winnefeld

13 June 2000

Assignment to Third Fleet—Relieving VADM Sam Gravely

Rebuilding command structure

Increased responsibility for Battle Group Commanders

Administrative responsibilities for Antarctica and Aleutians

Reassignment to OP-095

Reorganization as the Naval Warfare Directorate

Strike Warfare—AAW—ASW—Mine Warfare—Amphibious Warfare

(Eventually led to major realignment in the early 90s)

CDR Robert Natter as Executive Assistant and Senior Aide

Relationships with OP-090 & OP-096 and OP-02, 03, 05

Concerns about “Jointness”—Exemptions for Nuclear trained officers

Budget considerations—Congress

Family update

Assignment to Naval Reactors—Relief of Admiral Rickover

Roles of John Lehman, Jim Watkins, and Caspar Weinberger

The role of Bill Wegner—NR organization

SSN 21 beginnings

Secretary of Energy involvement in the relieving process

Drafting the Presidential Directive

Dealing with industry—Working with NR Section Heads

Dual hatted responsibilities—Differences in leadership style

Operational versus engineering background

Operational experience paid dividends with Seawolf

Tactical mobility—weapons load—designed to operate alone & unsupported in enemy waters

Discussion of industrial base—alternative sourcing—Relations with corporate CEOs

Surface ship/CVN construction—proposal to build a combination gas turbine-nuclear plant

Relations on Capitol Hill—Seawolf

Relations with SECNAV

Recruiting—Officers from USNA, NROTC, NUPOC, OCS, NESEP—Enlisted

Media—“Silent Service”

Port clearance challenges

“Fat Albert”—Optimum design specs

Liquid metal versus light water coolant advantages—the Soviet Alfa experience

“Paper” reactors versus Real reactors

Damage control and the need for a strong engineering background

Double versus single hull submarines

Pressures to build Diesel boats
Improving coordination with the Royal Navy
Impact of the Walker spy ring on tactical operations
The Soviet bastion strategy

NR high points—dealing with the operators—Building a new plant
British Agreement—Battling an effort to kill Seawolf
Damage control innovations—Construction of Simulators

Shock test of USS Nimitz
Submarine decommissioning and disposal
Closing the Shippingport commercial nuclear plant
Proposed Canadian SSN program
Relations with the GAO
Successor at NR—Admiral Bruce DeMars
“Revolt of the Admirals” (submarines this time))

Attachments

NR Presidential Directive

Shipmate article “Relieving Admiral Rickover” (April 2000 Issue)

Memorial Day Address - USS Arizona Memorial (28 May 1979)

COMTHIRDFLT Change of Command Address (18 October 1979)

Leadership Lecture – USNA Class of 1986 (22 March 1985)

Navy Day Address – The Union League - Philadelphia (17 October 1986)

USNA Conference on Military Leadership (11 June 1987)

USS DACE (SSN 607) Deactivation Ceremony (27 February 1988)

Symposium Address - U.S. Naval Submarine League (9 June 1988)

Retirement Address, Admiral Kinnaird R Mckee USN (31 October 1988)

Fiftieth Anniversary Keynote Speech - Submarine Development Group 12 (21 May 1999)