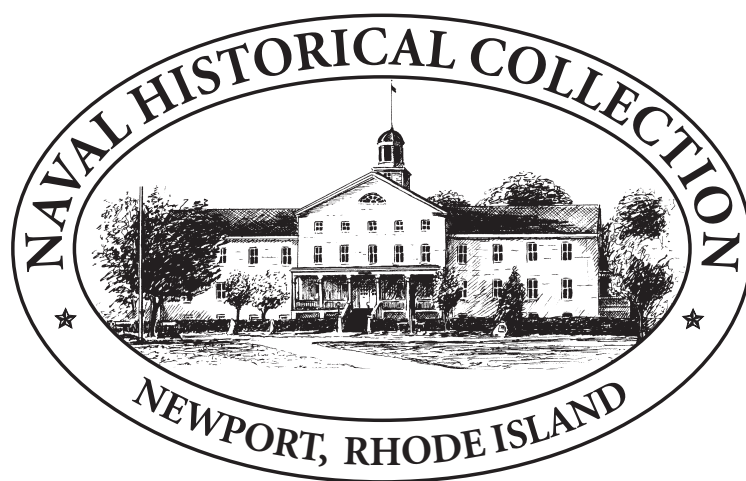


Register of the William McCarty Little Papers



Naval War College
Newport, RI



REGISTER OF THE PAPERS OF WILLIAM McCARTY LITTLE

**Compiled by
John B. Hattendorf, D.Phil.**

**Manuscript Register Series
No. 4**

**Naval Historical Collection
Naval War College, Newport, R.I.
1981
Revised, 1989**

TABLE OF CONTENTS

	Page
Biographical Sketch	1
Chronology of Naval Service	3
Description of Papers	5
Arrangement of Papers	6
Series I, Correspondence	6
Series II, Writings	7
Series III, General Subjects File	8
Series IV, Family Papers	9
Appendix: Further Source Materials	10

BIOGRAPHICAL SKETCH

William McCarty Little was one of the intellectual leaders of the Naval War College during its first thirty years. While his colleague Alfred Thayer Mahan concentrated on the history and principles of naval strategy, McCarty Little took as his area the problem of naval tactics in an era of great technological change. His most notable achievement was the development of the naval war game. Rear Admiral Stephen B. Luce, the founder and first President of the Naval War College, recognized the importance of his work in war gaming when he wrote:

It was through the ingenuity of devising and working out details, and the indefatigable labors of Lieutenant Little that the naval war game became a recognized part of the College curriculum. His work has contributed very largely to what ever success the College has achieved.¹

Inspired by the use which European armies had made of war gaming, McCarty Little explored some of the ideas of British Vice Admiral P.H. Colomb on the naval war game and then developed a new and viable system of his own. Gradually and painstakingly, he refined the technique so that it might be used as an intellectual tool in more effectively understanding and controlling the capabilities of modern naval technology.

McCarty Little's study of naval tactics led him into two other areas. He saw the importance of keeping abreast of tactical developments in other countries, and he played an important role in translating some works in Italian and French which he then brought to the attention of American officers. At the time, he was concerned with the broader problem of coordinating policy, strategy, and tactics into a practical system which was useable by officers on active service afloat. This had been one of the major objectives of Rear Admiral Luce when he established the Naval War College as a place where naval officers could extend their intellectual horizons and obtain "a just appreciation of the great variety and extent of the requirements" of the naval profession.² In attempting to develop a practical approach to this ideal, McCarty Little, with a number of younger officers at the College, introduced the "applicatory system" between 1910 and 1913. This was the beginning of a systematic approach to the "military planning process" in the Navy and it laid the foundation for the approach which came to dominate thinking in the U.S. Navy for almost sixty years.

A graduate of the Naval Academy in 1866, McCarty Little served on active duty for more than twenty years. Throughout his career, he had been a close associate of Stephen B. Luce whom he had first met at the Naval Academy where Luce was a staff member. In 1878, he joined Luce as his second in command on board the recruit training ship *Minnesota* and then followed him as Executive Officer of Luce's flagship as Commander of the Apprentice Training Squadron.

Having lost the sight of one eye earlier in his career, McCarty Little was deeply disappointed when a serious inflammation in his remaining eye forced his premature retirement in 1884. Anxious to continue in his profession, he volunteered his services to Luce at the opening of the Naval War College.

¹ S.B. Luce, "U.S. Naval War College," U.S. Naval Institute *Proceedings*, vol. XXXVI, no. 3 (1910), p. 684.

² S.B. Luce, "An Address . . .," U.S. Naval Institute *Proceedings*, vol. XXIX, no. 3 (1903), p. 8.

Much of his most valuable work was accomplished while a volunteer staff member. In his first year, he established a library for the College. In 1886, he gave the first formal lecture on war gaming, and in succeeding years he continued to lecture and to develop the methodology of war gaming.

In 1891, the State Department requested that the Navy send an officer to Spain as a naval attaché to supervise the construction of replicas of Columbus' caravels as part of the celebration of the 400th anniversary of the discovery of America. The quota for active duty officers on attaché assignments having been already filled, McCarty Little undertook the task as an officer on the retired list. Under Rear Admiral Luce, the Commissioner General of the U.S. Commission for the Historical Exposition at Madrid, McCarty Little conducted the negotiations which resulted in the Spanish government building a replica of *Santa Maria* while McCarty Little himself directed the building of the *Nina* and *Pinta* replicas in Barcelona for the United States. After participating in the Exposition ceremonies in Madrid, and later in Chicago, he returned to Newport and resumed his volunteer work at the Naval War College.

The Governor of Rhode Island appointed McCarty Little the Commander of the Rhode Island Naval Militia in 1896. Two years later, at the outbreak of the Spanish American War, he returned to active duty in the Navy as Executive Officer of the Newport Naval Training Station. Upon release of the Naval Militia from active duty, he joined the staff of the Naval War College again and remained there until ill health forced him to retire in January 1915. In 1903, he was promoted to Captain, U.S. Navy, on the retired list, by special act of Congress and was officially assigned to duty at the Naval War College. He died in March 1915.

CHRONOLOGY OF NAVAL SERVICE

- 1845 Born in New York City, 6 September.
- 1863 Appointed Midshipman at the U.S. Naval Academy, Newport, RI, 4 March. Later advanced to stand with those who entered the Academy in 1862.
- 1866 Graduated from U.S. Naval Academy, Annapolis, MD in June and served in the training ships *Macedonian*, *Saco*, and *America* during that summer.
- 1867 After three months leave in Europe, reported to *Colorado*, flagship of the European Squadron.
- 1868 Promoted to Ensign and served in *Franklin* and *Frolic*. Appointed Flag Lieutenant to Commodore Pennock, Commander in Chief, European Squadron.
- 1869 Promoted to Master, 26 March. Transferred to *Franklin*.
- 1870 Promoted to Lieutenant, 21 March.
- 1871 Detached from *Franklin* and began eight month study leave in Europe.
- 1872 Instructor, Naval Torpedo Station, Newport, RI. Later, Assistant Inspector of Ordnance.
- 1874 Transferred to *Swatara* for South Pacific Astronomical Mission making observations of the transit of Venus. Remained in her when she returned to service on the North Atlantic Station later in the year.
- 1876 Lost the sight of one eye in a shooting accident. Returned to duty after medical treatment.
- 1877 Assistant Inspector of Ordnance, New York Navy Yard.
- 1878 Assigned to recruit training ship *Minnesota* as Navigating Officer. In charge of all professional training and military exercises, under Captain Stephen B. Luce.
- 1881 Transferred to *New Hampshire*, flagship of the Apprentice Training Squadron based at Newport, RI, under Commodore Stephen B. Luce, as Executive Officer, and briefly in command.
- 1882 Transferred to *Adams* for duty in Alaskan waters. While serving as Navigating Officer strained his remaining eye, creating an acute inflammation.
- 1883 After sick leave, assigned to *Minnesota*.

- 1884 Ordered to *Ossipee* for duty on the Asiatic Station. Before reporting for duty, his case was reviewed by a Medical Board, and he was ordered to be immediately retired from the service because of his eye disability, 16 May. Settled in Newport, RI. Attended the course at the Naval Torpedo Station on an unofficial basis and volunteered his assistance to Commodore Luce in establishing the Naval War College.
- 1886 Delivered the first lecture on war gaming at the Naval War College: "Colomb's Naval Duel Game."
- 1887 Delivered a series of lectures on naval war gaming and began to develop a naval war gaming system.
- 1891 Assigned as a naval attaché in Spain for special duty with the Columbian Historical Exposition.
- 1894 Returned to Newport and continued as volunteer staff member at the Naval War College, specializing in war gaming.
- 1896 Appointed Commander of the Rhode Island Naval Militia. Assisted with the course at the Naval Torpedo Station as well as at the Naval War College.
- 1898 Established the R.I. Coast Patrol and Coastal Signal Service as part of the Naval Militia. At the outbreak of the Spanish-American War, brought the Rhode Island Naval Militia into the naval service and was assigned as Executive Officer of the Naval Training Station, Newport, on active duty.
- 1899 Upon release of the militia and reserves from active duty returned to the Naval War College as a volunteer member of staff.
- 1903 Promoted to Captain, USN, and returned to active duty with the Naval War College by special act of Congress, 16 February.
- 1915 Retired 25 January from active duty because of illness. Died at his home, 44 Everett Street, Newport, RI, 12 March. Buried in St. Mary's Churchyard, Portsmouth, RI.

DESCRIPTION OF PAPERS

The William McCarty Little Papers, Manuscript Collection 13, is fragmentary collection which documents aspects of Little's later career, 1880-1915.

The papers consist of correspondence, published and unpublished writings including lectures and translations of French and Italian works on tactics, a general subjects file, and family papers. The general subjects file is arranged alphabetically by topic and, among other things, it includes valuable material on the construction of the replicas of Columbus' ships for the 1892 Columbian Exposition, the Rhode Island Naval Militia in the period just before the Spanish-American War, and the work of the Naval War College in its early years. There are also a few items which relate to the early years of naval war gaming. Family papers include some of the Naval War College materials of McCarty Little's grandson, Julian M. Boit, and a family photograph album which contains *carte de visite* photographs of naval officers with whom Little served in the period 1865-1875.

The collection is contained on four boxes, about 1½ linear feet. It was presented to the Naval War College through the Naval War College Foundation, Inc. in three separate accessions; one in 1970 from Mr. Edward Boit (grandson) of Newport, RI; another in 1975 from Mrs. Cynara Crandall (granddaughter) of New York City; and the final one in 1985 from Mrs. Edward Boit of Newport, RI.

ARRANGEMENT OF PAPERS

Series I

Correspondence

Box	Folder	
1	1	Letters received, July-December 1880. Regarding financial matters.
	2	Letters received, January-March 1881.
	3	Letters received, 1881-1903. From S.B. Luce, et al.
	4	Letters received, 1910-1915. From A.T. Mahan, W.V. Pratt, W.S. Sims, W.L. Rodgers, et al.
	5	Letters sent, drafts and copies, 1890-1910. To W.R. Livermore and Henry C. Taylor.
	6	Letters sent, 4 December 1891-31 January 1895. Letterpress book of personal letters.
	7	Letters sent, 24 September 1891-25 June 1892. Letterpress book of letters dealing with the Columbian Exposition.

Series II

Writings

Box	Folder	
2	1	Unpublished: "Mahan and Roosevelt (with regard to a recent publication)." "Instincts;" "The Relative Relation of Man & Woman, The Sexes;" "Organization, Miscellaneous Thoughts; "Organization, Basic Principle."
	2	Unpublished: "Genesis of the Masterpiece of a Genius."
	3	Music: "The Physical Drill to Music or Cadence."
	4	Published: "Strategical Naval War Game of Chart Maneuver," 1912. Offprint.
	5	"Tables to Aid in the Practical Application of Upton's Tactics," arranged by W.McC.L., New York, 1889.
	6	Lectures: "The Philosophy of the Order Form," 1913.
	7	Translation: Adilbert, "Solutions of Tactical."
	8	Translation: Von Labies, "Tactical Direction of the Fleet."
	9	Translation: A. Colombo, "Italian Naval War Game," 1892, bound with U.S. Naval War College Rules for the Strategic Game, 1894.
	10	Translation: Gaucher, "Study on Psychology of the Troops and of the Command."
	11	Translation: Charles Egli, "Tactical Problems with Their Solutions."
	12	Translation: E. Dosse, "The Tactical Problem: Method of Reasoning."
	13	Writings of others, including E.A. Logan, "After Reading the Strategical War Game or Chart Maneuver" and Adilbert, part II, First and Second Map Exercise.

Series III

General Subjects File

Box	Folder	
3	1	Coal: Report to Archer N. Martin on the Dora Anthracite Coal Field of Virginia by Robert P. Field, 1884. [This may have been obtained for S.B. Luce, President of the Board to Report upon the Comparative Merits of Anthracite and Bituminous Coal for Naval Use, 1884-1885.]
	2	Columbian Exposition: Receipts and papers relating to the construction of caravels, 1892.
	3	Columbian Exposition: Receipts and papers relating to the construction of caravels, 1892.
	4	Columbian Exposition: Includes a photograph taken on board a caravel and "Report to Inspect <i>Pinta</i> and <i>Nina</i> 1893."
	5	Columbian Exposition: Calling cards, invitations, clippings, and notes.
	6	Miscellaneous: Accounts, inventories, imprints, theater programs, newspaper clippings.
	7	Naval War College: Notes, fragments of lectures, student papers, tactical problems, 1912 and undated.
	8	Promotion: Papers relating to the Congressional Bill for W.McC.L.'s promotion, 1897-1903.
	9	Promotion: Includes <i>Congressional Register</i> , 16 February 1903, with Senate debate and passage of bill.
	10	Promotion: Statements and background material on the career of W.McC.L.
	11	Promotion: Statements and background material on the career of W.McC.L.
	12	Promotion: Statements and background material on the career of W.McC.L.
	13	Rhode Island Naval Militia, 1896-1898.
	14	War Gaming: Includes copies of letters to S.B. Luce from Fred T. Jane, 19/8/02; 26/9/03; suggested models for the practice of the single ship game; general description of models; plans for Battle Problems 1-20 devised by Commander Murdock, 1901; Livermore, "American Kriegspiel."

Series IV

Family Papers

Box	Folder	
4	1	Naval War College Correspondence Course materials and solutions of Ensign Julian M. Boit, 1920-1921.
	2	Naval War College Correspondence Course materials and solutions of Ensign Julian M. Boit, 1920-1921.
	3	Memoranda to Major General L. McCarty Little, USMC, 1936-1939, regarding papers in the Naval War College Archives which belong to his father, W. McC.L. [These papers are preserved in the Naval War College Archives, Record Group 8, series 1, UNT.]
	4	Family photograph album, c. 1864-1875. Includes <i>carte de visite</i> photographs of family, friends, officers, teachers, stage personalities, Danish and Swedish royalty, not all of whom are identified. The album contains photographs of the following identified naval and marine corps officers: Midn. Harry Knox Midn. S.A. Simons Midn. James Shickney Midn. Washburn Maynard Midn. Nicholas Kane Admiral's Sec'y, James E. Montgomery Lt. Ira Harris Midn. Henry Whelen Midn. Allan G. Paul Midn. Benjamin F. Tilley Lt. Harry W. Lyons LCdr. Francis Brown Asst. Engineer Beckwith, USN RAdm. William Radford Midn. John J. Hunker Capt. K.R. Breeze, USN Chaplain George W. Smith Adm. David G. Farragut Paymaster, John O. Bradford, USN Lt. John J. Hunker Gen. Philip Sheridan, USA Midn. W. McCarty Little

APPENDIX
FURTHER RESEARCH SOURCE MATERIALS

Manuscripts

Naval War College Archives

- RG 8 XMAC: "The Strategic Naval War Game." Lecture, 1911.
UNT: "Documents concerning the early development of the War Game, found among effects of Captain H.H. Crosby, Chief of Staff, 1944."
- RG 15 1912 "The Strategic War Game or Chart Maneuver." Lecture. Summer Conference, June 1912.
1913 "The Philosophy of the Order Form." Summer Conference, 1913.
- RG 28 Staff file: Includes miscellaneous material including L.T. Eure "Attendant Spirit of the Naval War College."
Little Typescript biographical sketch.
- RG 30 Portraits Photographs, 1864-1903.

Library of Congress

The Papers of Stephen B. Luce

National Archives

- RG 84 Records of the U.S. Embassy in Spain.
- RG 43 Records of U.S. Participation in International Conferences mentioned in Entry 576, "Final Report of the President of the World's Columbian Exposition. Part II, "The Spanish Caravels."
- RG 45 Ships Logs
USS *Colorado*, 1865-1869.
USS *Franklin*, 1867-1869, 1869-1871.
USS *Frolic*, 1865-1869.
USS *Minnesota*, 1875-1895.
USS *New Hampshire*, 1876-1881, 1881-1892.
USS *Adams*, 1876-1884.

National Archives Microfilms

RG 45

Office of Naval Records and Library Letters to the Secretary of the Navy from Officers below the Rank of Commander (Microfilm M-148).

Letters from William McCarty Little:

Date	Page	Microfilm Roll
11 Sept 1866	142	409
5 Oct 1866	92	410
24 May 1868	189	422
20 Jun 1869	237	429
23 Oct 1871	199	442
25 Oct 1871	221	442
1 May 1872	10	446
1 May 1872	12	446
12 Oct 1875	356	466
19 Oct 1875	427	466
30 Sept 1881	165	500
19 Dec 1881	116	501
24 Dec 1881	148	501
14 Jan 1882	173	502
8 Jun 1882	69	504
12 Dec 1882	115	506
17 Jan 1883	211	507
28 Dec 1883	182	511

RG 59

Despatches from United States Ministers to Spain (Microfilm M-31), August 1892, Microfilm Roll, 116.

Books and Articles

- Gleaves, A., *Life and Letters of Stephen B. Luce*. New York: Putnam, 1925. (Mentioned pp. 168, 179, 359.)
- Gleaves, A., *The Life of an American Sailor; Rear Admiral William Hemsley Emory, USN*. New York: D.H. Doran, 1923. p. 154. (Letter to Little, 1892.)
- Gordon, Martin K., compiler, *Register of the Louis McCarty Little Papers 1878-1960 and Undated (P.C. 143)*. Quantico, VA: U.S. Marine Corps Museum, 1971. (Papers of Little's son.)
- Hamersly, L.R., *The Records of Living Officers of the U.S. Navy and Marine Corps*. New York: Hamersly & Co., 1898. (Little's entry on p. 218.)
- Hattendorf, John B., "Technology and Strategy: A Study in the Professional Thought of the U.S. Navy, 1900-1916," in B.M. Simpson, III, ed., *War, Strategy and Maritime Power*, New Brunswick: Rutgers University Press, 1977, pp. 111-138. (Little mentioned and quoted, pp. 114-116, 118-119, 122, 128, 130, 133.)
- Little, W. Mc., "The Strategical Naval War Game or Chart Maneuver," *U.S. Naval Institute Proceedings*, vol. 38, pp. 1213-1233.
- Luce, S.B., "The U.S. Naval War College," *U.S. Naval Institute Proceedings*, vol. XXXVI, No. 3, 1910, pp. 683-696. (Contains Luce's appreciation of Little's work, p. 684.)
- Martinez-Hidalgo, Jose Maria, *Columbus' Ships*, Barre, Mass.: Barre Publishers, 1966. (Little's reconstruction of *Nina* and *Pinta* mentioned p. 93.)
- McHugh, Francis J., *Fundamentals of War Gaming*, Newport: Naval War College, 1966. 3rd Edition. (Processed for use at the Naval War College. (Mentioned pp. 2-28, 243 thru 251.)
- Nicolosi, Anthony S., "The Spirit of McCarty Little," *U.S. Naval Institute Proceedings*, vol. 110, September, 1984, pp. 72-80.
- Puleston, W.D., Mahan: *The Life and Work of Captain Alfred Thayer Mahan, U.S.N.* New Haven: Yale University Press, 1939. (Mentioned pp. 84, 91, 299, 307.)
- Seager, Robert and Maguire, Doris, *Letters and Papers of Alfred Thayer Mahan*. Annapolis: Naval Institute Press, 1975. 3 vols. (Letters to Little, vol. III, 368. Mentioned, vol. I, 689, 708; II, 259, 526; III, 237, 314, 324, 325, 335, 338, 340, 343, 347, 348, 351.)
- Spector, Ronald, *Professors of War: The Naval War College and the Development of the Naval Profession*. Newport: Naval War College Press, 1977. (Mentioned: pp. 34, 36, 68, 74, 75, 76, 77, 78, 81, 82, 85, 90, 112, 117, 118, 121, 122, 126, 128, 149, 151.)
- Taylor, C.C., *The Life of Admiral Mahan*. New York: G.H. Doran, 1920. (Mentioned p. 32 and quoted pp. 57, 75.)
- U.S. Department of State, *Commemoration of the Fourth Centenary of the Discovery of America Columbian Historical Exposition and Madrid*. Washington: U.S. Govt. Print. Office, 1895.

Newspapers

- Newport Journal*, 10 June 1882.
(McCarty Little's detachment from *New Hampshire* noted with surprise.)
- Newport Daily News*, 20 Nov 1886.
(Report on lecture, "Colomb's Naval Duel.")
- Newport Journal and Weekly News*, Saturday, 30 April 1898.
(Recall to active duty.)
- Newport Herald*, Tuesday, 17 Feb 1903.
(Promotion.)
- Newport Herald*, Saturday, 13 March 1915.
(Obituary.)
- New York Times*, Saturday, 13 March 1915, p. 13:4.
(Obituary.)
- New York Times*, Monday, 15 March 1915, p. 11:6.
(Funeral.)
- Newport Herald*, Monday, 15 March 1915.
(Funeral.)
- Newport Journal and Weekly News*, Friday, 19 March 1915.
(Obituary and description of funeral.)
- Newport Mercury*, 20 March 1915.
(Obituary.)
- New York Times*, 18 March 1915, p. 11.
(Notice of Alice McCarty Little's marriage to James Lounsbery in Newport.)
- Army and Navy Journal*, vol. LII, no. 29, 30 March 1915.
(Obituary.)
- Newport Herald*, Monday, 1 April 1918.
(Mrs. Little's obituary.)
- Newport Journal and Weekly News*, Friday, 5 April 1918.
(Mrs. Little's obituary.)