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Description of document: Meeting minutes of the Secretary of the Navy's Advisory Subcommittee on Naval History, 1973, 1978, 1980, 2006-2008; the Annual Report for 1998, 2001, 2004, and 2005; and the History Associates Report for 2000 titled "History & Heritage in U.S. Navy

Requested date: 08-July-2014

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Source of document: Freedom of Information Act Request
ATTN: NHHC FOIA
805 Kidder Breese Street
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DEPARTMENT OF THE NAVY
NAVAL HISTORY AND HERITAGE COMMAND
805 KIDDER BREESE STREET SE
WASHINGTON NAVY YARD DC 20374-5060

IN REPLY REFER TO

5720
Ser HAD/662
July 21, 2016

SUBJECT: FREEDOM OF INFORMATION ACT REQUEST CASE NUMBER
DON-NAVY-2014-007412

This is in response to your Freedom of Information Act (FOIA) request dated July 8, 2014, in which you requested a copy of the meeting minutes of the Secretary of the Navy's Advisory Subcommittee on Naval History (or its direct predecessor) for the last ten (10) meetings. Your request was received by this office on July 8, 2014 and assigned the case number DON-NAVY-2014-007412.

Your request has been processed in accordance with the Freedom of Information Act (5 U.S.C. § 552), Privacy Act (5 U.S.C. § 552a), Part 701 of Title 32 of the Code of Federal Regulations, the Department of the Navy Freedom of Information Act Program (SECNAVINST 5720.42F), and the Department of the Navy Privacy Act Program (SECNAVINST 5211.5E).

Enclosed is a copy of the meeting minutes of the Secretary of the Navy's Advisory Subcommittee on Naval History for the years 1973, 1978, 1980, 2006 – 2008; the annual report for the years 1998, 2001, 2004, and 2005; and the History Associates Report for 2000 titled "History & Heritage in U.S. Navy." No other reports could be located in our diligent search into the records and databases belonging to Naval History and Heritage Command (NHHC).

If you believe that an adequate search was not conducted, you may consider this an adverse determination of your request that may be appealed to the designee of the Secretary of the Navy. Such an appeal, if any, must be in writing and addressed to:

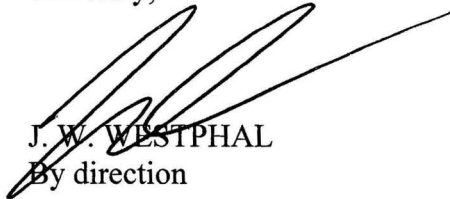
Department of the Navy
Office Judge Advocate General (Code 14)
1322 Patterson Avenue SE, Suite 3000
Washington Navy Yard, DC 20374-5066

Your appeal must be postmarked within 90 calendar days from the date of this letter to be considered. A statement as to why your appeal should be granted should be included and the closed copy of this letter should be attached. Both the appeal letter and the envelope should bear the notation, "Freedom of Information Act Appeal."

5720
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July 21, 2016

There are no assessable fees associated with the processing of your request in this office. Please direct any questions concerning this request to our FOIA Office at comm: (202) 433-3642 or email: NHHC_FOIA@navy.mil.

Sincerely,



J. W. WESTPHAL
By direction

Enclosures: 1. Secretary of the Navy's Advisory Subcommittee on Naval History Reports



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NAVAL HISTORY AND HERITAGE COMMAND
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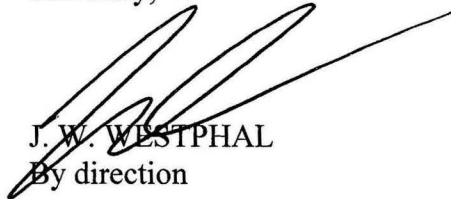
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MINUTES OF THE 1 NOVEMBER 1973 MEETING
OF THE SECRETARY OF THE NAVY'S
ADVISORY COMMITTEE ON NAVAL HISTORY

After being welcomed by Secretary Warner and Under Secretary Midden-
dorf, the Committee meeting commenced at 0930. Members in attendance
were:

Dr. Walter M. Whitehill, Chairman
Dr. Whitfield J. Bell, Jr.
Dr. Francis L. Berkeley, Jr.
Major General Jim Dan Hill, AUS (Ret).
Dr. Donald D. Jackson
Dr. John H. Kemble
Dr. Richard W. Leopold
Mr. Howard H. Peckham
Dr. Gordon B. Turner

In welcoming the Committee on behalf of the Chief of Naval Operations,
Rear Admiral T. F. Dedman, Assistant Vice Chief of Naval Operations and
Director of Naval Administration, informed the members of shifts in some of
the key policy level personnel in the Department since the last meeting.
He advised of the reductions of headquarters and headquarters-related manning
levels, and efforts to minimize cuts effecting the Naval Historical Center.

Vice Admiral Edwin B. Hooper, Director of Naval History, stated that
whereas the naval history budget was down 3 percent and there were manning-
level deficiencies, the experiences since the last meeting had revealed
many advantages stemming from establishment of the Naval Historical Center.

The members were provided information on the proposal to consolidate
activities of the Naval History Division, now scattered over five blocks in
the Navy Yard, into one centrally located building complex with the Navy
Department Library on the ground floor. Although in the Navy's original pro-
gram for Fiscal Year 1975, budgetary reductions had deferred action on the
plan.

Admiral Hooper and key members of his staff briefed the Committee on
programs and activities during the 18 months since the last meeting.

The increasingly high volume of requests for historical information
(including official requests and those by scholars and the general public)
was evidenced by the 6,800 outgoing letters during the past year, up from
4,500 the preceding year.

In the case of the Navy Department Library, space had been acquired
for excess volumes in the building occupied by the Operational Archives.
Shelving was installed. Previously the volumes which could not be accommodated
in the Library were stored in cartons in a warehouse-type building where
adverse environmental conditions had been causing deterioration.

Major progress has been made in the identification and arrangement of items in the rare book room. A restoration, repair, and binding program was initiated--250 volumes have been processed.

Progress in converting the catalog to the Library of Congress system continued to be manpower limited, but the new Card-ex system and duplication of some Naval Academy cards has helped. The Card-ex system was used to assist other Navy libraries as well.

Use of the Navy Department Library increased 28 percent over the 18 month period.

New office space has been provided for researchers at the Operational Archives. Unclassified and classified researchers no longer occupy the same space.

The Antarctic Force records have been transferred to the National Archives.

The National Archives has been requested to accession valuable naval holdings and strengthen their capabilities for serving naval history holdings. They have been encouraged to accession valuable naval records in various Record Centers. For example, the "flag files" have been transferred from Mechanicsburg to Suitland preparatory to the National Archives assumption of custody.

In the Ships History Branch, major progress has been made with Volume VI of the Dictionary of American Naval Fighting Ships. Although only 2 historians are assigned to this project, drafts have been prepared on the brief histories of 1,200 of the 1,600 to be covered in the volume. An appendix on patrol craft has been prepared.

Ships source folders have been improved. Requests for ships histories have increased 15 percent.

Admiral Hooper discussed the staff activities performed for SecNav and the CNO related to ships' names and sponsors, facility names, commissioning letters, and anniversary letters.

He summarized continuing progress in the annual command and ship history program, and discussed the emphasis placed on special reports of important operations.

With regard to the Historical Research Branch, 4,000 more documents have been added to the American Revolutionary War collection. Finding aids have been improved. The collection has been used by 60 outside scholars and researchers.

Despite having only 2 people, major progress has been made in the photographic research collection of the Curator Branch. Information queries

and use by researchers, already high, continues to increase. New acquisitions total 2,000. Of 4,825 reference prints from other collections, 4,000 have been reviewed, recaptioned, and recatalogued.

Under the Curator Branch 5,000 items have been added to the Department's holdings of historic items. The storage situation at Cheatham Annex, Bainbridge, and Seattle was discussed. A great many items from the total collection have been loaned for display. The recipients include newly established Junior Naval ROTCs.

Progress and plans for the Navy Memorial Museum were summarized. The adverse situation resulting from the lack of air conditioning was discussed along with its relationship to proposals for a Navy Yard Historic Precinct.

Dr. Allard summarized efforts being taken to disseminate information on holdings of the Naval History Division (e.g. Operational Archives and Navy Department Library). A revision of the "Sources Guide" is planned in the next two or three years to extend coverage to a description of holdings, not only in the Washington area as at present, but in other parts of the country. Papers on this subject have been presented at professional meetings. Additional guides to the holdings will be published. An annotated catalog of the unpublished histories of World War II is being prepared. A long term plan is to publish a catalog, or finding aid, on the 940 microfilm reels of American Revolution documents from 80 foreign and domestic archives. A description of the Division's photographic reference collection is planned. A catalog of more than 500 World War II histories has been published. An annotated check list of post-War II histories prior to 1965, and one for aviation command histories from 1942 to 1953 are being prepared.

Dr. Leopold raised the question of other than Navy projects. Admiral Hooper advised of the catalog prepared by the Library of Congress for the Naval Historical Foundation, soon to be published. Mr. Peckham called attention to the assistance provided him by G. K. Hall Co. Admiral Hooper discussed the use of the Division's holdings by official and unofficial researchers, and the importance of the contributions of outside scholars writing on naval history matters. Of more than 1,700 visits to the Operational Archives in 1972, official researchers accounted for about half.

General Hill asked for information on the progress of the non-appropriated funded fellowship program discussed at the last meeting. The guidance of the Committee had been followed on announcing the program and on the format for applications. Of the 17 who applied some, who did not make the basic criteria, were screened out. The applications of the others were reviewed by four Committee members and independently by a board within the Division. Both groups selected the same two individuals and the Director of Naval History made the awards accordingly.

After a brief recess, General Hill discussed his experiences during a recent visit to the Navy Memorial Museum. The enthusiasm of the children visiting the museum that day convinced him of the importance of the ordnance items on display.

Captain B. B. Fowke, Officer in Charge, Navy Department Declassification Team, briefed the Committee on the declassification programs of the Naval History Division and his team.

The function of the Division's program has been to take declassification action on holdings which non-official researchers wish to examine, supervise a classified-access program, and declassify the World War II holdings of the Operational Archives. In response to 250 requests, declassification was possible in 217 cases (2,000 documents, 169,000 pages). Of the remainder there were 28 requests for classified access. All were granted in two to three weeks. In addition, LCDR R. W. MacKay, aided by Reserves, declassified 6,500 cubic feet of World War II holdings, 4 sets of personal papers, and Forrestal's diary through his Navy years.

Captain Fowke's team, organized in July 1972, had the tasks of: (1) advising and assisting the National Archives in declassifying its holdings, and (2) taking or directing action on 95,000 cubic feet of records in 8 scattered National Record Centers and 3 additional naval activities. To date, 83 percent of all the holdings have been declassified.

Admiral Hooper then gave a progress report on the publications program. A review early in the year revealed that, including the lithograph series, 224,000 of the items published recently by the Naval History Division have been sold by the Government Printing Office. Half of the hard bound books are now out of print. Several have been reprinted. Proceeds of sales go not to the Navy but to the U. S. Treasury.

Volume 6, Naval Documents of the American Revolution is just off the press. Volume 7, except for appendices, is in galleys. One evidence of a recent upsurge of interest in the series of naval documents is the reprinting of the out of print volumes on the Naval Documents of the Quasi-War with France and of the Barbary Wars, by A.M.S. Press, a New York publisher.

There was discussion of the Dictionary of American Naval Fighting Ships, the status of which had been covered earlier. Volume II is out of print. Dr. Whitehill expressed the hope that GPO would reprint it.

The American Revolution, an Atlas of 18th Century Maps and Charts, recently published, has been well received. Dr. Whitehill commented on the careful selection of the maps, the beauty of the reproduction, the usefulness of the index, the value of showing the entire map or chart on the reverse side, and the great bargain. Dr. Bell discussed the reference utility of the index and praised the indexer (Miss Barbara A. Lynch).

The third series of lithographs, Navy in Action, has been published. A follow-on series of 20 lithographs will be published as soon as a painting of the action of the Continental Navy at New Providence is completed for the Division by the Paris artist, Mr. V. Zveg. Difficulties in obtaining permission for free use of some of the other paintings was discussed.

Mobility, Support, Endurance, the two volumes on Admiral Kelly Turner, and a colored booklet on Battle Streamers were published. The role of the Division on the selection of streamers for the Navy Flag and acquisition of the first sets was discussed.

A revised sixth edition of United States Naval History - A Bibliography has been published. Dr. Leopold has thoughts as to further changes when the time comes for a seventh edition.

J. O. Richardson's memoirs and Professor Wheeler's biography on William Veasy Pratt are at the printers. A classified history has been written on special maritime operations in the Vietnam War.

Wilkes's autobiography is being transcribed from the almost illegible handwritten version owned by his granddaughter, and being edited for publication. Consideration is being given the publishing of a biography on William Howard Benson. At the request of Admiral Zumwalt, a small publication is being prepared on the Chiefs of Naval Operations. Work is continuing on the first of a series of volumes on naval operations in the Vietnam Conflict. Illness of the author has delayed the work on naval administration in the northern Marianas.

Histories and historical narratives being written by other organizations in the Department of the Navy were discussed, along with the Atomic Energy Commission's manuscript on nuclear power in the Navy.

Support is being given to the oral histories prepared by Dr. John Mason for the U. S. Naval Institute. The Division receives a copy of each.

Dr. Whitehill asked for information on the program for utilizing reserve officers on temporary duty in the Naval Historical Center. Admiral Hooper mentioned use of reserves by the Declassification Team of the Navy Department, already briefed by Captain Fowke. Exclusive of these, 173 officers and 122 enlisted men have served in the Center since the last meeting. Almost without exception, they have made substantive contributions, despite the fact that the vast majority have been on board for only 2-week tours. Some are repeaters and the majority wish to return. Each of the branches has received their help.

After further discussion, the Committee adjourned at 1215 to visit the Marine Headquarters in the afternoon and to visit each of the branches and activities of the Naval Historical Center the next day.

Approved:

Walter Muir Whitehill
Dr. Walter M. Whitehill, Chairman

MINUTES OF 26 OCTOBER 1978 OPEN MEETING
OF THE SECRETARY OF THE NAVY'S
ADVISORY COMMITTEE ON NAVAL HISTORY

The meeting of the Secretary of the Navy's Advisory Committee on Naval History began at 0900 in the CNO Conference Room (4D710) in the Pentagon. Members present were:

Dr. Richard W. Leopold, Chairman
Dr. Whitfield J. Bell, Jr.
Mr. Francis L. Berkeley, Jr.
Dr. James A. Field, Jr.
Dr. Caryl P. Haskins
Major General Jim Dan Hill, AUS (Ret.)
Dr. John H. Kemble
Dr. Forrest C. Pogue
Dr. Gordon B. Turner

A notice was published in the Federal Register on 27 September 1978 announcing that the meeting would be open to the public. No requests for attendance were received. Present for the Navy were Rear Admiral John D. H. Kane, Jr., Captain A. D. Thomson, Captain James H. B. Smith, Dr. W. J. Morgan, Dr. Dean C. Allard, Commander T. A. Damon, Mr. Stanley Kalkus, Mr. Henry A. Vadnais, Mr. Richard T. Speer, Dr. Oscar P. Fitzgerald, Mr. John E. Vajda, Miss Barbara A. Lynch, Miss Barbara A. Gilmore, Dr. William S. Dudley, Mr. John C. Reilly, Jr., Mrs. Nina F. Statum, and Miss Martha Crawley.

Admiral Kane opened the meeting by welcoming the committee and outlining the purpose and extent of his presentation and the importance he attached to the committee. He expressed the hope that they would further his objectives for the Center in their report to the Secretary of the Navy. He introduced Rear Admiral James W. Nance, Director of Naval Administration, who extended welcoming remarks on behalf of the Chief of Naval Operations. Admiral Nance described the current state of the various Navy advisory boards and expressed his satisfaction that the Naval History Advisory Committee was one of six committees remaining out of an original 11 committees. He emphasized the value of naval history in preserving the Navy's traditions, continuity, and cohesion and the valuable contributions of the Advisory Committee to that end.

Admiral Kane then turned the meeting over to the committee chairman, Dr. Richard W. Leopold, for any pertinent remarks. Dr. Leopold took note of the recent death of his predecessor as chairman of the committee, Dr. Walter M. Whitehill; and, at the recommendation of Dr. Bell, it was

agreed that a letter expressing condolence be sent to his widow. Dr. Leopold then turned the floor over to Admiral Kane for his presentation.

Admiral Kane introduced the members of the Naval Historical Center staff present at the meeting. He expressed his satisfaction with the present funding and personnel situation within the Historical Center in view of current Navy-wide constraints in these two areas. However, he stressed that if any cuts in funding or personnel should occur, the center would necessarily have to reduce some portion of its current activities.

Admiral Kane then turned to a review of specific areas of interest and the activities of the various branches of the center.

Historic Precinct Project.

He expressed satisfaction and optimism with regard to the Historic Precinct project which provides for the co-location of all branches of the center, with the exception of the museum, in a rehabilitated building centrally located within the Navy Yard. He explained the delay occasioned by the uncertainty surrounding the move of the present tenants of the building but estimated that move-in would be completed in the summer of 1980.

Operational Archives (AR).

Admiral Kane stressed AR's extensive support of activities within the Navy in addition to its perhaps better known support to the government, scholars, and the public at large. He expressed concern over recent developments presaging a possible assumption of archives material by the National Archives. Admiral Kane discussed the recent publication of Volume I of The United States Navy and the Vietnam Conflict and subsequent book reviews relating thereto. A discussion ensued concerning a critical review appearing in the Naval War College Review, and it was agreed that an unfavorable review was one of the hazards of the publication process. It was also agreed that some of the criticism was valid, however, and would be duly considered in shaping future volumes. The forthcoming publication of Volume II of the history of NOTS China Lake was mentioned, and Admiral Kane concluded his comments on AR by describing the successful

on-going oral history program in the branch.

Curator Branch (CU).

Admiral Kane described CU's distribution of art works for display in offices and corridors of various agencies within the Department of Defense. He outlined his role as Curator of Tingey House and the extensive efforts made by CU personnel in recent months incident to the occupation of Tingey House by the Chief of Naval Operations as his official residence. Mention was then made of CU's continuing support of the various memorialized ships throughout the country. In this connection, Admiral Kane described his presentation at a recent convention of the Historic Naval Ships Association of North America in Chicago wherein he pledged all feasible support to the ships represented by the Association.

Library Branch (LY).

Admiral Kane stressed the progress made in the library since the installation of Mr. Kalkus as Library Director. Specific reference was made to the institution of a periodic accession list; the acquisition of general, topical works relating to the Navy; and the work of Mr. Kalkus as coordinator for all Navy libraries in the area. He also referred to the extensive current planning for the eventual move of the library to the new building. A deliberate "weeding out" process of books is to be conducted prior to the move.

Museum Branch (MU).

Admiral Kane cited the recently approved plan to air condition the museum. He described the Constitution "Fighting Top" installation in the museum and the publication of an associated brochure. He emphasized the need for an exhibit devoted to World War II but indicated that there were no definitive plans at present as to what theme would underscore such an exhibit. Admiral Kane then related the rationale involved in the decision to civilianize the Museum Director billet, following Captain Pineau's retirement, to that of an Associate Director. The present status of the hiring process was discussed, and Admiral Kane sought the assistance of the committee in suggesting any suitable candidates for

the position.

Research Branch (RE).

Admiral Kane described the current status of the Naval Documents of the American Revolution project and provided details concerning the publication schedule of Volume 8 of that series. Reference was then made to the recent publication of the Autobiography of Rear Admiral Charles Wilkes, U.S. Navy followed by an expression of praise for the work by members of the committee. Admiral Kane then solicited the committee for their recommendation of other suitable subjects for future publication. He then outlined the present plans for a one-volume documentary history of the War of 1812; such a work to be prepared in conjunction with the continuing effort on the NAVDOCS project. Admiral Kane then described the discontinuance of the Pre-doctoral Fellowship program and the formulation of the Samuel Eliot Morison Scholarship. He outlined the selection process which resulted in the award of the first scholarship to Lieutenant Commander Miles A. Libbey III, a particularly outstanding naval officer with great career potential. Mention was also made of RE's participation in preparation for the issuance of a John Paul Jones commemorative stamp by the U.S. Postal Service. Attention was called to printing deficiencies associated with the Wilkes biography, and the difficulty involved in resolving this problem was discussed.

Ships' Histories Branch (SH).

Admiral Kane announced the installation of Mr. Richard T. Speer as the new civilian branch head. He described the current status of Volume VII of the Dictionary of American Naval Fighting Ships (DANFS) which is scheduled for publication in the fall of 1980 and will complete the series. He then outlined a plan to publish a totally revised edition of Volume I of DANFS to remedy deficiencies in the earlier edition. Following this, he envisioned addendum volumes at five-year intervals to maintain the series' currency. Mr. John Reilly's contribution in the area of special projects was mentioned.

USS CONSTITUTION.

Admiral Kane discussed the new affiliation of CONSTITUTION with the Naval Historical Center upon his assumption of Immediate Superior in Command (ISIC) responsibilities in October 1977. He described his relationship with Commander Gillen, CONSTITUTION CO, and his responsibility for screening the ships fiscal, material, and personnel requirements. He emphasized the desirability of formalizing the Fourth of July as the date for CONSTITUTION's annual turn-around evolution.

Personnel.

The impact of the recent Federal personnel freeze was mentioned along with the expected loss of one civilian billet early next year. Two naval officers are expected in the near future to fill billets in SH and RE, and the Naval Historical Center will be augmented by one officer billet in November, principally for support of the Naval Historical Foundation. Admiral Kane stressed the need for four additional naval enlisted billets which have been requested for the museum, the only personnel request which has been made. Additionally, the need for clerical assistance in the library was pointed out.

Extra-curricular activities.

Admiral Kane described the special relationship of the Naval Historical Center and the Naval Historical Foundation both on a personal basis between Admiral Kane and Admiral Delany as well as the physical sharing of facilities now and in the future Historic Precinct building. The association of the Director of Naval History with the Board of Decatur House and the Decatur-Truxtun Museum was mentioned as well as his membership on the Friends of Tingey House committee and his curatorial function with Tingey House.

Summary.

In concluding his remarks, Admiral Kane re-emphasized certain earlier comments and sought the Advisory Committee's support in these areas in the committee's representations to the Secretary of the Navy. Specifically, the points raised were the air conditioning project in the museum, the CONSTITUTION Fourth of July turn-around, the enlisted billets in the museum and the need for secretarial help in general, the printing problems, the Historic Precinct project, and the War of 1812 documentary history. Additionally, Admiral Kane cited his recent efforts to amend pending legislation to provide for the substitution of Commodore for the term Commodore-Admiral, where appearing, in the reinstatement of that rank in the Navy. He also described his recent suggestion to the CNO to institute a "Battle Class" name source for the new, powerful DDG 47 class, with the class to include historic naval ships and renowned naval battle commanders. As his final comment, Admiral Kane expressed pleasure and personal satisfaction in his job and emphasized the fine support he had received from his staff. The meeting was adjourned at 1200.

Approved:

Dr. Richard W. Leopold, Chairman

Minutes of the 27 March 1980 Meeting of
the Secretary of the Navy's
Advisory Committee on Naval History
(Open Session)

The meeting of the Secretary of the Navy's Advisory Committee on Naval History commenced at 0900 in the CNO conference room in the Pentagon. Members present were: Dr. Richard Leopold, Chairman, Major General Jim Dan Hill, AUS (Ret.), Dr. Caryl Haskins, Dr. Forrest Pogue, Mr. Augustus Loring, Dr. James Field, Dr. John Kemble and Captain Joy Bright Hancock, USN (Ret.).

Members of the Naval Historical Center present were: Admiral John D.H. Kane, Jr., Captain K.C. Spayde, Captain Kenneth Coskey, Dr. W. J. Morgan, Dr. Dean Allard, Mr. Henry Vadnais, Mr. Richard Speer, Mr. Stanley Kalkus, Commander Terry Damon, Dr. William S. Dudley, Miss Martha Crawley, Miss Mary McDonough, and Ensigns Meredith Potter and Barbara Ponsolle. Also present were Captain David Long, Executive Director of the Naval Historical Foundation, Commander Robert Gillen, Commanding Officer, U.S. Frigate Constitution and Commander Miles Libbey, currently the Samuel Eliot Morison Scholar at Tufts University's Fletcher School of Law and Diplomacy. Dr. Dudley acted as secretary for the meeting.

Admiral Kane opened the meeting at 0900, announcing that he expected the Chief of Naval Operations, Admiral Hayward, to address the Committee briefly at about 0915 and that the members would have lunch with the Vice Chief of Naval Operations and other flag officers. He then welcomed Captain Joy Bright Hancock as the newest member of the Advisory Committee and turned to Dr. Leopold for his opening remarks.

Dr. Leopold also welcomed Captain Hancock. He then announced that members Gordon Turner and Whitfield Bell had resigned from the Committee. Dr. Leopold announced that he would, with the approval of the Committee, write on its behalf expressing regret and that he would also write to Mrs. Walter Muir Whitehill once again expressing the Committee's sense of loss over the passing of their colleague, Walter Whitehill.

Admiral Kane commented on the wide-ranging responsibilities of the CNO as the Navy's spokesman. He recommended a recent article by Jeffrey Record in Harper's Magazine concerning the need for a knowledge of military history among professional military men. Each member of the Advisory Committee was provided with a copy of this article. Admiral Kane introduced Commander Miles Libbey, stating that his successor as Samuel Eliot Morison Scholar will be Lieutenant Commander Richard W. Mies who is presently serving in USS Nathan Hale (SSBN-623). Admiral Kane announced that he had just learned that the CNO would not be able to address the Committee because he had been called to testify before Congress. Vice Admiral Holcomb would, however, speak as his representative.

Admiral Kane introduced Vice Admiral Staser Holcomb, Director of Navy Programs and Planning. Admiral Holcomb welcomed the Committee to the Pentagon and emphasized that the CNO needs the kind of historical prospective that can be provided by the Secretary's Advisory Committee. The Navy is now at a critical juncture, facing the most important crisis of its past fifty years. Admiral Holcomb commented on a slide portraying a graph of the number of ships in commission since World War II, on a yearly basis. Admiral Holcomb stated that the U.S. Navy now has a fleet of 462 vessels, 1/10 the size of our World War II fleet. For the first time in forty years, however, we have a formidable opponent at sea in the Soviet Navy. Many of their ship types are equal in power to those of the U.S. Navy. The crisis demands a rethinking of priorities and missions. Our World War II style of naval combat may well be out-dated. Other factors which affect the U.S. Navy's readiness are those of inflation and shortages of oil, a finite resource. The big question is: can we improve our readiness posture in an inflationary time? We have not been building ships fast enough. We are also faced with a demographic problem, the scarcity of manpower. This raises another question; do we need women on the Navy's ships, and if so, what role should they play? Admiral Holcomb pointed out that with questions like these to be answered, there is a real need for shrewd and insightful historical perspective to help the Navy chart its future. This is where the Advisory Committee can be particularly useful. Admiral Holcomb thanked the Committee for its services and departed.

Admiral Kane announced that the regular portion of the meeting would begin shortly, with Branch Heads and staff making presentations concerning the work of their respective branches. Admiral Kane then commented briefly on the new fiscal strains that commitment of naval units to the Indian Ocean will bring. Cuts will have to be made in other parts of the Navy's budget to make these operations possible. Procurement of hardware will get a high priority as will the retention of trained personnel. He referred to a recent (March 25, 1980) Wall Street Journal article by Kenneth Brown that discussed the loss of trained military personnel to high-paid civilian jobs. Although he hopes that such pressures will not affect the Naval Historical Center adversely, Admiral Kane admitted that this might happen. If it does, we should remember that these other concerns come before those of the Historical Center.

Admiral Kane mentioned his participation in several ship launchings, including that of the new nuclear-powered aircraft carrier Carl Vinson. He discussed briefly the progress made during the past eighteen months on Center plans for the "Dudley Knox Center for Naval History." The USS Nautilus will probably arrive to become a permanent display at the Washington Navy yard within the next two years. This will be an important addition to the Museum area, as Nautilus will be moored at a Navy Yard pier. The David Taylor Model Basin will be converted into a Nautilus museum, with berthing area provided for some twenty members of her permanent crew.

In another positive event a private group has commissioned the British painter John Hamilton to create a "War in the Pacific" series of paintings that probably will be donated to the Navy and finally situated at Treasure Island. The Center and the Naval Historical Foundation have always enjoyed cordial relations and will continue to do so after the move to the new building. Space will be made available for the Foundation's office and collection of books. Admiral Kane is now more optimistic with respect to filling vacancies on the Advisory Committee. The Committee may be able to operate, as it has in the past, without worrying about tenure and financial disclosure. All in all, the Center has been doing quite well since the Committee's last meeting. There is experience and depth of talent in all branches. Our personnel promotion situation has improved and will continue to do so, given present trends. The Admiral concluded his remarks and then called upon Commander Miles Libbey to give a report on his experiences as the first Samuel Eliot Morison Scholar to be sponsored by the Center.

Samuel Eliot Morison Scholarship Program

Commander Miles Libbey sketched his background and then described his course of studies at the Fletcher School of Law and Diplomacy. Commander Libbey is a graduate of the Naval Academy and a third generation naval officer. He has served in destroyers; was Flag Lieutenant to the Commander, 6th Fleet; was appointed a CNO Fellow for one year; and served as the Executive officer of USS Spruance just before accepting the Scholarship.

He chose Tufts University's Fletcher School because of its good reputation and his desire to combine the study of history with current strategic studies. Presently, he is taking International Finance, International Security Affairs, Civilization and Foreign Affairs, and U.S. Diplomatic History. The last subject is the one in which he has spent most of his time. He has been researching the involvement of the United States in Mexican affairs during 1914, for a master's thesis entitled "Tempest in Tampico." There are some important lessons to be learned in "crisis-management" from historical events such as this one.

Considering the importance of the SEM Scholarship to the Navy, Commander Libbey thinks it highly valuable as providing balance to an overly technical undergraduate education at the Naval Academy and NROTC programs. The requirement that 80% of the midshipmen major in technical subjects and only 20% in the humanities is too great a disparity. Leaders need to have a well-balanced education. Too much specialization tends to create managers rather than leaders. The SEM Scholarship stands as an important factual and spiritual step in redressing that balance. Libbey's performance at the Fletcher School has been outstanding. He was awarded the Robert B. Stewart Prize as the student who ". . . at the end of the first year, best exemplifies high academic achievement combined with participation in the activities of the school and the promotion of its character in the academic community." His next assignment will be as Commanding Officer of the USS Nicholson, and he sees other assignments falling into place. He does not think that the SEM Scholarship is too narrow a program for later healthy career assignments. On the contrary, it has helped prepare him for future challenges.

Historical Research Branch

Dr. Morgan reported on the progress made in publishing Naval Documents of the American Revolution. During the past 18 months, RE has created the index and completed correction of page proof for both the text and index of Volume 8. The complete manuscript was submitted to the printer in March. Volume 9 is underway, with the month of June and part of July, 1777, now in galley proof. The final selections for August and September, American Theater, are now underway. July, August, and September, European Theater, remain to be edited. Dr. Morgan said that Miss Joye Leonhart has researched and written a first draft for a brochure on the history of the Center which will be distributed in honor of the new building, the Dudley Knox Center for Naval History.

Dr. Dudley discussed the progress made on the War of 1812 project. Now unofficially entitled "The Naval War Of 1812: A Documentary History," this project was conceived by Admiral Kane late in 1977 as long overdue in comparison with other Center publication projects. Dr. Dudley began to compile and select materials for the project, commencing with documents in the National Archives, in early 1978. In October of that year, a proposal for a publication of one volume of documents was placed before the Advisory Committee for its consideration. After discussion, the Committee strongly recommended that the project continue and that it be projected for two volumes, rather than one. Dr. Dudley distributed a bound typescript (approximately 170 pages of text) to each member of the Committee and then described how he had organized the materials in this sample of the work. He remarked that it was a very selective effort, containing documents linked and introduced by short essays. These passages are intended to assist the reader in interpreting the documents in the context of the larger events of the war. The organizing principle will be chronological by theaters of war. This should enable a reader to focus on developments in particular regions of the country, in sequence. Dr. Dudley said that he hoped Committee members would take this draft with them and provide Admiral Kane with their comments and suggestions. The benefit of the Committee's experience and wisdom is needed in this venture.

U.S. Frigate Constitution

Commander Robert Gillen presented a report on the activities and condition of Constitution. After handing out a brochure on the ship with illustrations of last year's Turn Around Cruise, Commander Gillen discussed what he called "the four M's": the ship's mission, maintenance, manning and movements. Her mission, he noted, is to provide a visible link with the nation's naval heritage. Her personnel were assigned to preserve and protect her so she could carry out this mission. Recalling the 1927-1930 restoration of Constitution, CDR Gillen said the public subscriptions had provided for the ship's maintenance at one time, but that Congress had assumed the burden since 1954. The Naval Historical Center now has this responsibility. Presently, there are 2 officers and 47 enlisted men assigned to the ship, and they carry out all routine maintenance required. The ship will get underway officially twice this

year, once for Op-Sail 80 when the "tall ships" rendezvous and sail into Boston harbor, and the second time will be the annual Turn Around Cruise on July 4 when Constitution will fire the National Salute. She has already gotten underway once this year in order to accommodate bulkhead repairs.

Operational Archives Branch

Dr. Dean Allard presented an account of activities during the past 18 months. The branch has made accessions of considerable importance. These include selected records from OPNAV, files of senior officers, oral histories produced by Dr. John Mason, and documents pertaining to naval operations in China for addition to a collection known as the "China Repository." AR personnel are continually working on the indexing and cataloging of these accessions. Dr. Allard commended the outstanding work of Barbara Gilmore in this respect. Efforts are being made to improve the preservation of these documents by shifting them to acid-free folders and containers. Their archivists give particular priority to assisting official study groups and action officers who make frequent use of the branch's collections. Outside researchers also continue to have an active interest in World War II, but all other areas of modern naval history, including the Vietnam Conflict, are represented in their numerous requests. There are a good number of Freedom of Information requests, but these do not constitute a particular burden. In part this is due to Admiral Kane's authority to declassify documents.

Since the Committee last met, Volume II of the History of NWC, China Lake by J. D. Gerrard - Gough and Albert B. Christman of the Naval Weapons Center has been published through the branch. U.S. Naval History Sources in the United States appeared early in 1980. The Center has complained to GPO on the lack of quality printing for which the commercial printer has been penalized, but the Public Printer has accepted the publication, and it will be distributed as is. Among the branch's unpublished studies are the naval chronologies for 1978 and 1979, prepared by Ms. Gilmore, which appeared early in the following years. A study of the Merchant Marine in World War II was prepared for a DOD board that is determining whether merchant seamen should be granted veteran benefits.

With respect to the Center's history of the Navy in the Vietnamese War, Dr. Allard reported that Dr. Oscar Fitzgerald, who was co-authoring the second volume, has transferred to the Museum Branch and is no longer working on the publication. Mr. Edward Marolda has continued the work which now has some 850 pages in draft form. A comment edition will be forthcoming for review by the Advisory Committee. The Gerald Wheeler biography of Admiral Thomas Kinkaid is still in progress, but the contract deadline has been extended to November 1981 due to conflicts in Dr. Wheeler's schedule.

Dr. Allard mentioned that Admiral Kane recently wrote to Admiral Freeman, Administrator of General Services, on the subject of a projected transfer of deck logs from Suitland to the midwest. The National Archives, faced with an overcrowding of its storage facilities, had decided to

disperse some of its record groups. This was to be done on the basis of the regional nature of documents. Admiral Kane pointed out, however, that deck logs are of national and not regional significance and that such a transfer could only make the work of scholars and the Center more costly and difficult. Admiral Freeman replied to the effect that he agreed and that this transfer would be reconsidered along with those of other record groups. As in the past, the Operational Archives continues to transfer records to the National Archives. Most recently a major offer of some 2,500 feet of World War II era SECNAV/CNO and COMINCH records was made to NARS so the space and filing equipment they occupy can be used for more recent accessions. Finally, Dr. Allard reported that two very competent persons, Leslie Grover and Wesley Price, have been added to his staff.

The Navy Department Library

Stanley Kalkus began his report by pointing out that the Library's responsibility was to support the Historical Center, DOD, the Navy Department and the general public. There is also a need to provide liaison with other service libraries. The Lockheed "Dialog" Information Retrieval System has proven to be a success. With its help, at least six bibliographies have been provided for the Navy. The reclassification process is now well underway, with some 12,000 titles completed. The library's Rare Book holdings are now being reclassified. LY has recently begun a microfiche reproduction of the Navy's World War II administrative histories, totalling some 300 typescript volumes. NDL has the only complete set in existence. With regard to document preservation for the Rare Book Room, Mr. Kalkus gave credit to Captain George Cunha of the New England Document Preservation Center, a non-profit organization which provides preservation services and technical advice. Manuscripts held in the RBR have been catalogued by a volunteer, Commander George Emory, who did an excellent job.

NDL personnel have accessioned 3,000 books in the past year, but this is a pace difficult to maintain, particularly with the skyrocketing price of books which have increased almost 30%, while periodicals have risen about 15% in cost. Another of Mr. Kalkus's jobs is coordination of Navy libraries across the nation. To give an idea of the size of this job, there are 148 Navy technical libraries in the Washington area alone. He wants to encourage establishment of a "union list" among these libraries to reduce subscription costs by sharing periodicals.

Mr. Kalkus completed his presentation at 1140. Admiral Kane announced that the meeting would reconvene between 1300 and 1330.

At approximately 1300, all members of the Advisory Committee returned to the conference room except for Dr. Haskins who was obliged to depart for a meeting in New Orleans.

Ships Histories Branch

Mr. Richard Speer reported that Volume VII of the Dictionary of American Naval Fighting Ships will soon go to press. It will have more illustrations than previous volumes and an appendix on LSTs. Over 1,000 ships of this type have been commissioned. Many were originally numbered, but not named. After 1955, they were given names. Publication is scheduled for fall, 1980.

As for future projects, Mr. Speer recalled that later DANFS volumes were significantly improved over earlier ones. Volume I was particularly weak. For this reason, SH plans to issue a complete revision of the first volume, and this should see the light of day in the 1983-84 time frame. DANFS remains one of the Center's best-received publications. Each volume of the set, except Volume VI, has been reprinted at least once due to public demand. Mr. Speer also noted that the branch had recently revised the brochure on launching, christening and commissioning of ships which is of particular benefit to ships' sponsors. John Reilly has written a brochure entitled "The Bronze Guns of Leutze Park" which is designed to be used for walking tours of the Park. Admiral Kane has recently obtained approval of a new concept in naming of ships. Future guided-missile cruisers will be named after famous ships, battles, and battle commanders. Many of the ships that formerly held these names no longer exist, so this concept will keep these traditional names in circulation on active duty ships.

Curator Branch

Mr. Henry Vadnais reported that CU has experienced an increase in work load since 1978. Paperwork has doubled, and loans have increased significantly. This probably reflects an increased awareness among public and naval and maritime museums of the kind of services CU provides. In view of this, it is fortunate that Mr. James Byrd, who formerly worked in CU as a Chief Petty Officer, has now returned as a civilian employee with experience in computers. He has initiated a request for two consoles with a mini-computer that will allow CU to have an immediate in-house input and retrieval capability. This will enable the branch to service its needs and those of the Navy much more efficiently.

The commanding officer of USS Nautilus has been most cooperative in sending artifacts from the ship. He had pilferable material stowed and then sent directly so that nothing would go astray. They will ultimately be displayed in the Nautilus museum.

There will be a Naval History wing in the C-ring of the Pentagon where CU portraits of Secretaries of the Navy and Chiefs of Naval Operations will be hung. Many of these have been in storage since the move from Main Navy.

The Photographic Section of CU has accessioned some 2500 photographs to its files with an extension of coverage over what is already held. The move to the new building will provide an important new feature for perserving materials: climate control equipment.

Recently, a Defense Audio Visual Agency has been created that aims to establish unified control over photographic materials in the archives of the various services. This does not stand as an immediate threat to the Center's control of its photographs, but there may be changes down the line. The Center may need Advisory Committee support when it does appear.

Navy Memorial Museum

Commander Terry Damon reported that the Museum has made good progress in obtaining additional personnel since the last meeting of the Advisory Committee. There were only seven people on the Museum staff in 1978, and there are now fourteen, including five enlisted billets. The Naval Military Personnel Command reacted quickly to the Center's request and provided MU with a gunner's mate, a hull technician, a parachute rigger, a pattern maker, and a boatswain's mate - all useful rates for museum needs. Training of these people has proceeded apace, and they are now well-integrated with the rest of MU personnel.

A considerable amount of warehousing has taken place over a long period in order to make room for museum expansion in the rear of building 76. A Trieste display has recently been added. MU has also been brought into the process of NDW's Navy Yard improvement program. Some \$3 million has been spent for this purpose, the first step of which was to spruce up Leutze Park. The Center contributed to the refurbishing of cannons displayed in the Park and the furnishing of plaques. MU has also been involved in planning for additional Navy Yard improvements and the designing of the Nautilus museum. The closing of the Naval Historical Foundation's Truxtun-Decatur Museum will mean that some of their items will be available for display in the Navy Memorial Museum. Improvements are also scheduled for Willard Park. The bases for existing exhibits will be improved, and it is hoped a "Plunkett Gun" can be obtained for display. General Jim Dan Hill added in an aside that probably one would be sufficient.

In the future, MU needs displays on naval aviation, space exploration, and World War II, but it cannot all be done at once. Admiral Kane added that the Museum is working on a process of gradual improvement.

Department of the Navy Declassification Team

Captain Kenneth Coskey recalled that, in 1952, it was decided to declassify all documents over 30 years old. Rapid progress has been made in doing just that; but in 1978, President Carter announced that documents that are twenty or more years old would have to be declassified by 1988. The DNDT, however, has suffered a decline of available manpower. The Reserve program has collapsed. Previously, hundreds of Naval Reservists assisted in the declassification effort. Travel and per diem for such purposes have recently been cut out, and some personnel who were permanently assigned to DNDT have left without being relieved. There may be a problem in declassifying the bulk of the 20-year rule material if some additional personnel are not found.

At 1430, Admiral Kane announced that the open part of the Advisory Committee's meeting had come to an end.

Approved:

Mr. Richard W. Leopold, Chairman

Dated

SECRETARY OF THE NAVY'S ADVISORY SUBCOMMITTEE ON NAVAL HISTORY

MINUTES OF THE MEETING HELD ON 21-22 SEPTEMBER 2006

Briefings and Discussions

The Secretary of the Navy's Advisory Subcommittee on Naval History met at the Washington Navy Yard, Washington, DC, in the museum education center at the National Museum of the U.S. Navy, on 21-22 September 2006.

Present:

Chairman, Professor John B. Hattendorf, with members: Rear Admiral Thomas A. Brooks, USN (ret.); Vice Admiral George W. Emery, USN (ret.); Rear Admiral Mack C. Gaston, USN (ret.); Ms. Christine Hughes; Mr. Norman Polmar; Dr. James R. Reckner; Dr. William Spearman; and Ms. Virginia S. Wood.

Apologies for absence were received from Rear Admiral John T. Kavanaugh, SC, USN (ret.); Hon Susan Livingston; Mr. Lox Logan; and Dr. Michael A Palmer;

THURSDAY, 21 SEPTEMBER 2006

Opening Remarks

**Rear Adm. Paul E. Tobin, USN (Ret.)
Director of Naval History**

ACCOMPLISHMENTS

- Museum Consolidation 95% complete
- Significant improvement in working and storage conditions
- We are getting story out
 - revised web site
 - archives--collections formerly restricted being opened so improved access.
- NHC publications continue to win prizes
- Digitization started
- Have vision for Future--Naval Heritage Center

AREAS OF CONCERN

- Insufficient Staffing
 - need Museum directorate to run 12 Navy museums
 - need art curators--have 16,000 artworks
 - need Curators and Warehouse staff to process artifacts acquired through BRAC
 - Ship Model Collection staff getting older and no apprentice
 - Ships Histories--only get ships' histories from 38% of ships; our staff can fill gaps but time consuming and our staff small--result, we are developing gaps and falling far behind.
 - Archives has acquired a number of collections; they are short-staffed and cannot process quickly enough.
 - NHC has 10 billets that cannot be filled because of funding

shortfall so unable to get story out to Navy and public as Tobin would wish.

- Funding
 - At NHC, salaries are 83% of \$7.3M budget; \$540,000 for NMCI; leaves only \$1 M for operations
 - No money for extras such as the travel required for museum consolidation or as seed money for creativity. need additional \$300K for personnel and operations.
- Museum Division
 - current staff is temporary; need a director and an assistant for a program with an \$11M budget and 80 people; can tread water for six more months and then will be permanent damage if nothing done.
- USS Constitution
 - bi-furcated org. ; CO reports to Dep. Director of Navy Staff, although many aspects of job that NHC director should be involved in
 - manning issues; authorized for 50, only have 34; need 57 or 58.
 - facility issues; awkward and laborious relationship with Park Service concerning facilities, which have deteriorated and are inadequate. Hope Park Service will give buildings to Navy.

PLANS FOR COMING YEAR

- commence digitizing microfilm and documents
- final details of museum consolidation
- downsizing and BRAC will increase workload at NHC
- foundation commences fund drive for Cold War gallery construction
- restart museum and library information technology services
- attack ship history backlog
- roll-out deputy and museum director, summer 2007
- start search process for new NHC director

SUBCOMMITTEE SUGGESTIONS

- reach out to retired officers with security clearances and recent graduates of Naval Academy to help clear backlog in Operational Archives.

Master Plan for Naval Historical Center

Capt. Peter O. Wheeler, USN

Deputy Director of Naval History

NAVAL HERITAGE CENTER

Plan created by Public Works in close consultation with entire NHC staff based on "drivers" that the NHC staff identified as important to center operations.

- Goals
 - Identify consolidation opportunities; NHC is NOW widely dispersed which makes it difficult for visitors
 - Identify footprint reduction opportunities
 - Improve operational effectiveness
- Scenarios (based on resource availability)
 - Scenario A: Status quo--cost \$6.3M
New display area around building 70; additional signage
 - Scenario B: Improved Operations--cost \$28.6M
Relocate Curator Storage out of Bldg. 46; relocate some branches into 46; display area around B70; better signage; consolidate NWD, IM, and AC storage to Customer Service Center in Bldg. 46
 - Scenario C: Ideal--cost \$82.8M
Renovate B 57/44/108/46 into NCH. Retain historical architectural envelope. Relocate all curator storage out of B46; CAX and Memphis under one roof.--so one-stop shopping. Consolidate NWD, IM, and AC storage

Establishment of Museum Division and Realignment of 12 USN Museums

Comdr. Jeremy W. Gillespie, USN

Head, Navy Museums Division

ACCOMPLISHMENTS

- Established continuity in personnel and funding
- Put into effect all the transfer agreements
- Beginning FY2007 NHC will be funding all navy museums--\$8.5M
- Mass transfer of civilian billets
 - to take place by 1 Oct., though may take until 15 Oct.
 - PAX River and China Lake--because of some idiosyncrasies could not identify any billets to be transferred--working with former to fund and to redress manning and facility shortfall

PLANS

- Hoping to create staff here and use to fill in where shortfalls
- Looking for synergy among museums
- Hoping for new directives from SECNAV and NHC re: operation of museums
- Reviewed each of the eleven museums and discussed their strengths and weaknesses.
- Noted that DOD spends \$70M on museums, not including Foundation contributions; also have some 800 volunteers in Navy Museum system--450 at Pensacola alone--if value that volunteer labor--about \$2M each year. 28% of everything going into Museums coming from private--important point and only place in Navy where this occurs

Naval Historical Center (NHC) Outreach Programs

Dr. Edward J. Marolda

Senior Historian; Head, Histories and Archives Division, NHC

- Cold War Gallery Conception--
 - Dr. Marolda heading effort.
 - Gave breakdown of approach and themes. Will use "immersion experience" approach.
- Outreach accomplishments
 - Course in Naval history for Navy Knowledge On-line
 - Navy professional reading program.
 - Annual Applied History Conference: Riverine Warfare.
- Creation of Archives and History Division
 - Made progress on goals established at creation
 - a. cross-branch, cross NHC cooperation
 - b. better serve operating navy
 - c. facilitate preservation and accessibility of records
 - d. Publication programs--provided list of accomplishments.
- Problems--division needs more staff--skeleton staff at both Contemporary History and Archives.

SUBCOMMITTEE SUGGESTIONS: contact Francis Gary Powers about Cold War Museum he is creating. Powers has interesting sources for artifacts and money that we might cultivate. Include list of all ships involved in Cold War operations in Cold War Gallery; big job, but people love to see their ships listed. Push publications on War of 1812 to take advantage of bicentennial. Also need to commemorate centennial of Great White Fleet.

DIGITIZATION PROJECT

Comdr. Gregory V. Contaoi, USN

Deputy Head, History and Archives Division

Digital preservation of NHC's microfilm collection

- Collection at risk because environmental issues have caused "vinegar syndrome," which causes fading, shrinking, warping, disintegration of film. Effect is autocatalytic and non-reversible.
- With \$300,000 appropriation have begun microfilm conversion and records management effort.
 - purchased Meikel scanner interface, which scans images, converts 1 image per file, keeps running track so can adjust parameters, will scan 180 reels per minute but need consistent images, so we will have to adjust frequently, which is labor intensive.
 - hope is to sort at same time, i.e., migrate unclassified to an unclassified data base and put in digital archive (internet); documents that are classified secret could be sent for possible declassification and or could be retained onsite or on SIPRNET for access by people who have clearance, but that is ancillary and if labor intensive, can be dropped.

SUBCOMMITTEE SUGGESTIONS: Committee concerned about need for continual migration in digital format; believes should be a back-up--possible high-quality microfilm.

NHC DETACHMENT BOSTON

Richard Whelan, Director

- Pier Side Repairs of USS *Constitution* to begin FY 2008
 - Estimated Length of Availability 2 to 2½ Years
 - Estimated Labor and Material Costs
 - Hire 30 term employees (2 yr. term) to supplement core staff all work will be done pier- side--not because of funds limitation, but because no need to dry dock and can remain open to visitors
 - Approved funding commenced in FY-06
 - No turnarounds will be scheduled during restricted availability
 - #1 job--spar deck planking; remove and replace--fresh water leakage a major issue.
- Future Items of Interest
 - Anticipate events in 2012 for 200th Anniversary of War of 1812--will be ready to sail
 - Major drydock period in 2013.

Naval Historical Foundation (NHF) Support Efforts

Capt. Todd Creekman, USN (Ret.)

Executive Director, NHF

80th anniversary of Foundation; has publication giving accomplishments and calendars featuring Navy Art, which in 2008 will have centerfold of Great White Fleet

- National Museum of the U.S. Navy-- Cold War Gallery Capital Campaign
 - Goal: Raise \$10 Million mostly in-house; Dr. Dave Winkler heading
 - Four Phase Campaign
 - First Year Focus on Organization Building
 - Honorary Committee, Advisory Group
 - Just Commenced Quiet Solicitation Phase
 - Targeting Corporate and Individual Donors

- Navy Birthday Event (one of major events celebrated by Navy) Cold War theme--is 60th anniversary of Churchill speech
- Other Museum Initiatives
 - Working with Navy to finalize licensing; Will allow NHF to rent museum for weeknight and weekend social events. Fees charged will directly support museum programs and exhibits. Model for other Navy/service museums. Problem--bureaucratic inertia--right now, battle over insurance--they want us to have insurance to cover collections 360 days as opposed to when it would be open.
- Financial support for NHC
 - Goods and services average \$250,000 per year of direct
 - Looking for money through donations and sale of de-accessioned items to help NHC.
 - Helping to collect papers--example, brought in those of Adm. Gravely, first African-American Admiral; active in Cold War.
- Oral History Program
 - Sea Service Oral History Project winding down after 6 years--thousands of audiotapes digitized for USN, USMC, USCG will donate still-useable equipment to Marines.
 - 2006 is banner year: Over 50 interviews/memoirs processed--copies distributed to major Navy libraries
Five Flag interviews in progress, that of VADM Crowe being supported by a grant. This is kind of partnership like to cultivate.

FRIDAY, 22 SEPTEMBER 2006

Naval Warfare Division

Robert Cressman

Head, Ships' History

- Serves a number of functions for the Navy; flagship publication *Dictionary of American Naval Fighting Ships*, (DANFS), which is now on-line and focuses on ships currently in the fleet.
- DANFS is very far behind; small staff, including one historian who has been called up and is serving in Iraq; may need to bring in contractors to get caught up.
- Receive a large number of deck logs, but have only one technician to process.

SUBCOMMITTEE SUGGESTIONS: When necessary, add a line to DANFS entries to indicate that they are not up-to-date.

To get more interns, contact the Smithsonian Air and Space Museum, which receives applications for more interns per year than it needs.

Naval Reserve Combat Documentation Detachment (Det) 206

Capt. Michael R. Ewing, USNR

Commanding Officer (CO)

- Eyes and ears of the NHC as they go "on the road" to collect history
- Primarily, do oral history interviews.
- Planned Operations in FY 2007
 - NAVCENT; Fifth Fleet
 - NAVELSF
 - GITMO
 - NECC Riverine Operations at Little Creek

PROBLEM

- Have 22 billets at NHC; next year to expand by 35 billets, mostly senior officers. Will tie up assets training new people and there will be a learning curve.

NHC Website Changes

Cathy Lloyd

Head, Operational Archives Branch and NHC Webmaster

- NHC website has expanded dramatically; was 3.5 gigabytes two years ago, now 19 gigabytes; now includes Dictionary of American Naval Fighting Ships; 20,000 images from archives; documents from library
- Site as been re-designed and re-engineered to be much more user-friendly and eye-catching; had over 1M hits last year. Also now has a number of printer-friendly pages.
- Much of the work done by an intern, so redesign has been accomplished through people in-house and interns and has been done very cheaply.

PROBLEM

- NMCI cannot support website with its equipment; would be better if it did not have a ".mil" address, which has restrictions because of Secretary of the Navy directive.

Ship Models

Dana Wegner

Head, Ship Models Branch

- Ships Models branch manages and curates 2,148 ship and aircraft models worth \$500M; 95% of the models are lent out; the branch members repair 100 models each year and transport 400 each year.

PROBLEM

- Despite quadrupling of number of models the branch oversees, the staff is small (3) and aging; needs to train replacements; would like to hire an apprentice.

Base Realignment and Closing (BRAC)

Mark Wertheimer

Head, Curator Branch

Under the present BRAC initiative there have been 9 base closings; 34 reserve facilities closings and 7 ancillary facilities closing; there have also been sixteen major and 38 minor realignments.

- These closings increase the workload of Curator Branch, which serves an advisory function for facilities being BRACed. Curator branch "serves as a traffic cop." In realignments, the Curator Branch's responsibilities are minimal; if the base is closing, they must collect everything that will physically document the history of the base.
- Curator Branch currently has 140 to 160K items under their direct control.

PROBLEM

- BRAC has created need for more personnel in Curator Branch as they must catalogue and find new homes for or store thousands of artifacts. While every

BRACed base has money apportioned to identify and ship artifacts, they do not pay the expenses of cataloguing and having them stored.

Visit by Vice Adm. Ann E. Rondeau, USN

Director, Navy Staff

- Described the historical development her job as Director of the Navy Staff
- Discussed how the Chief of Naval Operations wishes to emphasize the Navy's history and traditions
- Mentioned the challenges of doing history today--no paper trail; "free form operations" vs. top-down organization; young people who think deductively and intuitively at the same time; and the fact that formerly authority was a product of rank and experience, now experience is lodged in the junior ranks, not the senior ranks, so the story must be presented differently.

Open Discussion for Subcommittee members

to develop the Subcommittee's conclusions and recommendations.

SECRETARY OF THE NAVY'S ADVISORY SUBCOMMITTEE ON NAVAL HISTORY
Minutes of the 2007 Meeting

**Minutes of the Meeting held at the Cold War Gallery,
National Museum of the U.S Navy
Washington Navy Yard
27-28 September 2007**

THURSDAY, 27 SEPTEMBER

Attending:

Professor John B. Hattendorf, Chair;

Members: Christine Hughes; Captain Spencer Johnson, IV, USN (Ret.); The Honorable Robert B. Pirie, Jr.; Dr. James R. Reckner; Dr. William Stearman; Rear Admiral Paul E. Tobin, Jr., USN (Ret.), Director of Naval History; Captain Wanda Biskaduros, USNR, Deputy Director; Dr. Edward J. Marolda, Senior Historian, Naval Historical Center.

RADM Tobin: Welcome and Overview Briefing

The Director specifically recognized the attendance of two new members of the subcommittee, friends of long standing—the Honorable Robert Pirie and Captain Spencer Johnson. He then presented what he called his “regular brief” to the Subcommittee. He noted that the Center has some 75 people on its staff (not counting the personnel in the various offsite official Navy museums). He stressed that although the Center lacked the funding provided by the Army and Air Force to its historical organizations, it possessed superb collections and excellent personnel.

ACCOMPLISHMENTS:

1. The Director noted that the Center's Building 57 will be repainted within the next two months—something that has not been accomplished in the past decade.
2. RADM Tobin emphasized the importance of the Naval Historical Foundation's support to the Center. The Foundation was currently working to raise \$10 million for the Cold War Gallery. The Director noted that this year the Center will be receiving \$3 million from the Navy Department for the Gallery (money authorized by Congress through the efforts of Virginia Senator John Warner). He stated that the Gallery will be completed in parts, as the funding is obtained.
3. The Director commented that the Center's digitization effort was progressing satisfactorily, having been able to purchase the necessary equipment and hire the trained personnel. Approximately one terabyte of material (both microfilm images and paper documents) have already been digitized.
4. RADM Tobin remarked that the process of integration of the Navy's thirteen official museums has gone quite well. He was pleased that Jeremy Gillespie was now on board as the new division head of the Navy Museums Division.

5. The Director commented that he was very glad to have the recent additions to his staff, particularly CAPT Biskaduros as the Deputy Director, CDR Robb Moss, the new head of the Naval Warfare Division, and Craig Lundquist, the Center's new fiscal officer.

6. RADM Tobin praised the Center's recent and upcoming publications, including the new Center Guide put together by Center Senior Editor Sandy Doyle, Dr. Randy Papadopoulos's co-authored history *Pentagon 9/11*, the Early History Branch's well-illustrated volume *Interpreting Old Ironsides*, and forthcoming studies on the integration of the U.S. Naval Academy by Dr. Bob Schneller and on racial unrest in the Navy following Vietnam by Dr. John Sherwood.

7. The Director remarked about the Center's "spruced up" website, due in part to the efforts of a French graduate student (from Cameroon) and other interns. He noted that the Center's website most often comes up as the number one site to appear when naval history is "Googled." The Center receives some 100,000 "hits" a month on its website.

8. RADM Tobin talked of the importance of the Center's holdings in its Operational Archives, the Navy Department Library, the branches of the Naval Warfare Division, and the Art Gallery.

9. The Director also stressed the vital role that the Navy's official museums were playing in presenting the Navy to the public.

CONCERNS:

1. RADM Tobin commented that, while he has excellent relations with the Director of the Navy Staff and his Deputy, the regular and rapid turnover of these billets means that he must acquaint the new appointees with the Center's important role much too often. At this point in his remarks he notified the Subcommittee that he himself plans to retire as Director in December 2007 and, accordingly, the position will be advertised in October.

2. The Director stressed that one of the biggest problems for the Center's Operational Archives and for the Navy as a whole is the sharp decrease in the amount of historical documentation being received from OPNAV by Archives. The Navy Department is simply not saving much of its electronically-generated information. He emphasized that in the years to come, Navy leaders and interested historians will look on the period from the 1990s through the early decades of the Twenty-first Century as a "big black hole" of information.

3. RADM Tobin noted that the Center's Ships History Branch was only receiving about 35% of the required reports that individual U.S. Navy ships were required to submit annually.

In conclusion, RADM Tobin remarked to the members of the Secretary's Subcommittee on Naval History that he couldn't think of a better way to round out his naval career than having served as the Director of Naval History.

Dr. Edward Marolda: Outreach/ Cold War Gallery

Dr. Marolda, who has been assigned to direct the effort, talked initially about the Cold War Gallery. He stated that the Gallery has five separate areas of design—when one first enters the Cold War Gallery the emphasis is on Deterrence during the Cold War; next, the north gallery, will be oriented around the U.S. Navy in the Nuclear Age; following this area the emphasis is placed on the U.S. Navy and the Global Mission, which features a large globe on which visitors could “punch up” the locations of the U.S. and Soviet fleets during certain periods of the Cold War; the south gallery contains an area on the hot wars and crises of the Cold War, including Korea, the Taiwan Straits, the Cuban Missile Crisis, and Vietnam; and the final area of the Cold War Gallery centers on individuals who made a difference in the Cold War Navy.

Dr. Marolda also talked about the Center’s recent and upcoming publications. He noted that there are a total of 20 publications now in the pipeline. He mentioned that Early History will be producing the final, fourth volume on the Navy and the War of 1812. And he spoke of the success of the Center’s Korean War booklets, now published in a single volume from Naval Institute Press. He remarked that the Center’s Vietnam booklets—some fourteen which will be written—will be completed by 2015.

He commented about the value of the CNO’s Professional Reading Program, which the Center helped produce. In addition, he spoke of Dr. Michael Crawford’s role in supplying a special photographic exhibition for the upcoming commemoration of the 100th Anniversary of the Great White Fleet that will be featured initially in New York City and later in several Navy museums. He also remarked about the ongoing successes of the Center’s biannual Naval History Workshops.

In conclusion, Dr. Marolda told the Subcommittee that his goals were to better serve the Center’s customers, to preserve its artifacts, and to produce a variety of products that serve to present the Navy to the public at large.

The Honorable Robert Pirie asked Dr. Marolda who was responsible for maintaining and preserving Navy classified compartmented material? Dr. Marolda noted that this was the responsibility of other agencies such as ONI, since the Center could only hold material up through Top Secret in classification. Kathy Lloyd of the Operational Archives commented that the Center has an agreement with ONI for them to hold SCI material of historical importance in a special storage area.

Robert Pirie also asked about declassification of documents held at the Center. Dr. Marolda noted that the Center did have a group of contractors responsible for declassification but that the effort was a huge and very slow task to accomplish. Dr. James Reckner made a comment that the attempt at declassification of Admiral Zumwalt’s papers held at the Center was a classic example—stressing that the documents’ originators often die before the papers can be declassified. Professor John Hattendorf and Captain Spencer Johnson also commented about this difficult situation.

Jeremy Gillespie: Navy Museums

Mr. Gillespie remarked that the confluence of interests on Navy museum operations began back in the spring of 2005 and that the decision on centralized management and administration of all of the Navy's official museums was directed in August of that year. He noted that FY 2007 is the first year that the Center has centrally managed all of the Navy's museums.

Mr. Gillespie remarked that there were three tiers of these museums. These consist of three or four high end museums that are well managed and well funded, including those such as the National Museum of the U.S. Navy (here on the Yard) and the National Museum of Naval Aviation; next, the group of museums that have almost reached accreditation status, including the U.S. Naval Academy Museum, and the U.S. Navy Seabee Museum; and those in the lowest tier that are not doing well because of the lack of adequate funding and manning, including the Naval War College Museum and the Patuxent River Naval Air Museum. He stressed that his job as the Director of Navy Museums was to work with each of the museums to ensure that they are able to tell a unique and compelling story, to ensure increased public access, and to provide needed financial support while reducing the costs derived specifically from the Navy's budget.

Christine Hughes asked what the feedback was from the museums themselves. Mr. Gillespie commented that the overall feedback from the various official Navy museums has been generally positive. They appreciate being part of an integrated system. RADM Tobin noted that while the U.S. Naval Academy Museum initially was opposed to the integration plan, it had come around to the idea. The Director remarked that the Center doesn't tell the museum directors what to do. Rather, it handles the funding for their operations.

Captain Johnson noted that outside funding was often available for the museums and cited the financial support provided to the U.S. Naval Academy Museum by specific USNA classes. Professor Hattendorf stressed that the Naval War College Museum would have had less funding without the museum realignment and the Center's great support.

Dr. Reckner asked where small museums on naval bases fitted into the scheme? Mr. Gillespie commented that the Center handled only the thirteen official Navy museums, but that someday he would like to help out the unofficial museums. Christine Hughes asked if this new management reorganization will help increase the museums' awareness of the Naval Historical Center. RADM Tobin responded that yes, we now seen as part of the process. In conclusion, Mr. Gillespie stressed that the Center can really help out if we share successful ideas proved at one facility with all of the Navy's museums.

Commander Robb Moss: Naval Warfare Division

CDR Moss told the Subcommittee that he had arrived at the Center in June 2007. He noted that at that time his Ships History Branch had been receiving between 40 and 45% of the required annual ship histories. This figure had now been pushed up to between 58 and 59%.

CDR Moss then talked about the Deck Logs Section. Loretta McGill had headed the Section for twelve years but had recently left the Center. A new person to take her place has been selected and has tentatively accepted. He is expected to take over the job in October of this year. CDR Moss noted that the Center holds ship deck logs on its premises for three years. At this point they are sent to National Archives and Records Administration (NARA) for storage, although the Navy retains cognizance. At the thirty-year point the deck logs become NARA property.

CDR Moss also spoke about the efforts of his Aviation History Section and *Naval Aviation News*. The Center puts out six issues of the magazine a year with a staff of five people, and it continues to win awards for excellence.

Commander Greg Contaoi: Digitization Project

CDR Contaoi told the Subcommittee that the \$350,000 earmarked by CNO for the digitization effort ran out in September 2007. Additional money will be arriving in 2008 but at a reduced scale.

CDR Contaoi noted that storage conditions up in Operational Archives have not changed. Ideal conditions are a temperature of 72 degrees and a humidity that runs from 20-50%. These conditions are met with only infrequently in the archives during the course of a year. Although the Center fortunately does not possess nitrate-based microfilm, its acetate-based microfilm is prone to degradation under non-ideal conditions, and conditions in the archives for its microfilm have reached the severe deterioration stage.

CDR Contaoi then talked about the Center's digitization program. The new Mekel scanner can scan at a rate of 180 images a minute, thus completing a reel in five or six minutes. Unfortunately, optical character recognition (OCR) for microfilm images is not yet sophisticated enough to accurately read the text. Therefore, OCR can't really sort documents for classification. This has to be done manually. All of the digitized material is being stored on a classified server at the moment. So far, some 1.5 million images have been digitized—some thirty-three feet of metadata sorted by reel rather than image.

Commander Contaoi also discussed the Center's trial paper digitization effort, which is being handled by the West Virginia-based firm Information Management Corporation under a \$500,000 contract.

Dr. Reckner remarked to CDR Contaoi, "You aren't destroying the originals?" The commander assured him that the Center was not. The originals will eventually go to NARA.

RADM Tobin then remarked that when he first arrived at the Center, he once asked Kathy Lloyd how long it would take for the personnel in Operational Archives to separate classified from unclassified/declassified material in its collections. To this Kathy Lloyd noted that it would take from ten to fifteen years to do so, even if her staff worked on the effort full time.

Commander Contaoi stated that one of the Government-wide problems with declassification is that the individual agencies conducting declassification reviews do not compare the documents each reviews on completion of the effort.

Commander William Bullard: USS *Constitution*

CDR Bullard noted that the crew of *Constitution* consists of sixty-one personnel—officers and enlisted. Half of the enlisted complement comes to the ship directly out of Great Lakes Naval Training Center.

He noted that through its outreach programs the ship reaches some 400,000 people a year. The commander would like to increase this number substantially. He noted that *Constitution* has carried out seven underway demonstrations since last September.

Among the selected activities that CDR Bullard mentioned, he noted that a tall ship sailor who will be participating in the *Star of India*'s 140th sailing is 95 years old and has memories of sailing well back into the earlier Twentieth Century.

Dr. Reckner asked if this gentleman had been interviewed. The commander replied that he had not.

CDR Bullard told the Subcommittee that he will be working up a five-year public affairs plan.

Dr. Stearman asked if the people up in Boston get many questions about the *Constellation*. The commander said that they don't get many. Rich Whelan of the Center's Detachment in Boston noted that their people maintained contact with the *Constellation* people in Baltimore.

Captain Johnson asked if they had much contact with the Marine Corps. CDR Bullard remarked that they had some, but no official contacts.

Christine Hughes asked, "What attention does the Navy get from the public?" RADM Tobin remarked that in general a poll found the Navy gets about 20% support, compared with the 40% support each received by the Army and Air Force.

Rich Whelan: NHC Detachment Boston

Mr. Whelan, the head of the Naval Historical Center Detachment Boston, noted that the purpose of the unit was to perform annual inspections and conduct restoration efforts on *Constitution* to bring it as close to its 1812 version as possible. He noted that although the Detachment possesses twenty-six billets, they presently have twenty-one people there. However, they are in the process of hiring thirty term (two-year) employees.

Dr. Reckner asked, "How do you find ship riggers, etc.?" Mr. Whelan replied that it's "kind of like" using farm workers—the people move on from tall ship to tall ship.

In talking about current and proposed restoration efforts on the ship, Mr. Whelan noted that the Detachment will be receiving updated drawings of the ship done at no cost by a naval architect/draftsman. He stated that the Detachment was anticipating events in 2012 for the 200th Anniversary of the War of 1812. Thereafter, beginning in 2015 the ship would be experiencing a major drydock period.

Dr. Reckner asked what the start of *Constellation*'s availability period was. To this, Mr. Whelan remarked, "This Monday!"

Captain Todd Creekman asked if the drydock would be available if needed. Mr. Whelan noted that personnel from Portsmouth Naval Shipyard would be coming down to Boston to help restore the drydock. CDR Bullard noted that the U.S. Park Service had asked if the Navy could get the drydock certified, but that the answer at present was, "No." Nonetheless, NAVSEA had given *Constitution* a waiver, and its repairs do not have to be done in a certified dockyard.

Captain Todd Creekman: Naval Historical Foundation

CAPT Creekman told the Subcommittee that the bulk of the Foundation's mission was to support the Center and its personnel.

He mentioned that the Foundation received funding from Admiral Stansfield Turner to allow Operational Archives personnel to process his personal/official papers now up in the archives. He also noted that the Foundation obtained the funding to have a full-scale oral history conducted with Admiral William Crowe.

The Subcommittee broke for lunch at this point, followed by tours of the Naval Historical Center during the afternoon.

FRIDAY, 28 SEPTEMBER

Attending:

Professor John B. Hattendorf, Chair;

Members: Christine Hughes; Captain Spencer Johnson, IV, USN (Ret.); The Honorable Robert B. Pirie, Jr.; Fred H. Rainbow; Dr. James R. Reckner; Dr. William Stearman; Rear Admiral Paul E. Tobin, Jr., USN (Ret.), Director of Naval History; Captain Wanda Biskaduros, USNR, Deputy Director,; Dr. Edward J. Marolda, Senior Historian, Naval Historical Center.

Captain Mike Ewing: Reserve Detachment 206

Det 206 is the Reserve component of the Naval Historical Center and thus serves as its "Eyes and Ears" with the Fleet. The Detachment sends out 2-3 person teams to the various Navy commands and organizations determined in consultation with Center personnel to be the appropriate targets during a particular year. Its concern is contemporary Navy history—what the Navy is doing today.

During 2007, in addition to providing individual augmentees for the Navy, Det 206 has conducted oral histories with Civil Affairs people returning from the Gulf; with the Navy school staff down at Fort Jackson, South Carolina; with Customs Detachment personnel; with Navy Expeditionary Logistics Support people; and with Navy Expeditionary Combat Command personnel. In addition, the Det just completed its oral history effort at JTF – Gitmo two weeks ago and continued to work on the backlog of JTF – Katrina oral histories from 2006.

RADM Tobin stressed to the Subcommittee that Det 206 “is the Navy’s oral history program!”

Captain Jay Thomas: Fleet Historian Program

CAPT Thomas told the Subcommittee that he is now the historian for Fleet Forces Command. He remarked that the Fleet Historian Program represents a brand new program that has emerged over the past year. The Naval Historical Center established thirty-five reserve billets last October. The problem, however, has been the qualified officers to fill these billets. Currently nineteen are filled on fourteen Navy staffs. The staff billets that are filled, though, include all of the four-star staffs and the numbered fleet staffs.

CAPT Thomas noted that he saw his responsibilities as 1) making sure that staff operations are documented through oral histories; 2) overseeing overseas subordinate historical programs; (3) improving documentation processes and systems; and 4) serving as a conduit back to the Navy historical community. He stressed, however, that the fleet historians are not writing history. They lack the extended periods of time required for such a task.

Christine Hughes asked about the situation before this Fleet Historian program was established. CAPT Thomas made it clear that before it started there were no people doing this job. Ms. Hughes then asked how they were able to obtain the billets. RADM Tobin noted that while the Navy’s Active personnel strength was diminishing, Reserves could be used in this type of role.

CAPT Ewing at this point mentioned the problem the Center had of getting reporting compliance from ships and commands. RADM Tobin then remarked about his method of sending personal letters to the recalcitrant commands marked with a hand-drawn, turned-down “smiley” face to show that they were personally signed.

Captain Johnson then remarked about the historical problem of fighting the battle of time with older Navy people who are dying. He remarked that the Navy should be obtaining their stories before they go. In regard to this point, Dr. Marolda mentioned the Naval Historical Foundation’s oral history effort that Dave Winker is heading. Captain Johnson then said that personal e-mail histories/memoirs could also be obtained from the individuals in question.

Professor Hattendorf asked CAPT Thomas where the documents collected by the fleet historians go. CAPT Thomas remarked that the material was in electronic form not hard

copy and that for Fleet Forces Command it was being saved on its classified servers. It was a good way of handling it but ephemeral over the longer term. He planned on working on the issue of how to save the material over the longer term and grant access to it to the Center's Operational Archives during the next few months. In regard to the same question, CAPT Ewing remarked that the Det's oral histories were handed to the Operational Archives.

Mr. Pirie asked about CAPT Thomas's statement that the Reservists were not being compensated for travel. CAPT Thomas noted that, aside from money for travel to their duty stations for the annual two-week active duty tours, this was true.

Kathy Lloyd: NHC Website and Operational Archives

Kathy Lloyd remarked that there was a lot of good news concerning the Center's website, of which she is the webmaster. There have been tremendous increases in the amount of historical information provided on the website over the past year. A major effort is being devoted to keeping information on the website current.

Kathy Lloyd noted, however, that given possible changes in the way it is supported on the existing server in Pensacola, the website's future could be somewhat uncertain.

RADM Tobin stressed to the Subcommittee that no Navy budget money is being spent on the website at the present time. At some point, particularly if the Center is eventually required to pay to support it on an NMCI server, it might be best to look to a DoD or other Service server.

Dr. Reckner remarked on how useful he found the Center's website for his own research work.

Professor Hattendorf then asked about the state of the Center's online card catalogue. RADM Tobin reviewed the reasons why the Navy shut down the online catalogue and noted that bringing it back up would be difficult and likely very expensive, given that the Center was already paying \$500,000 per year for its NMCI service. When Captain Johnson asked if the Navy Department Library could be networked with those of the Naval War College or the Naval Postgraduate School, the admiral replied in the negative.

At this point, Kathy Lloyd talked about the conditions in the Operational Archives. She noted, for example, that none of the temperatures up in the Archives are appropriate for the media that is being held.

She mentioned that the oral history duplication equipment previously located in the Operational Archives is now with the Marines down in Quantico. She also noted that the Archives has begun doing some digitizing of paper records—some 13,000 pages having been digitized accomplished this past year.

Kathy Lloyd noted that the Archives has only six permanent staff at the present time. However, this past year thirteen reservists were available to help process material. In all, some 240 outside researchers were helped during this period.

Mr. Pirie asked if the Operational Archives could use the help of additional HAI contractors if the money was available. Kathy acknowledged that they certainly could.

Professor Hattendorf mentioned that he had talked last year about the Center transferring material to the National Archives and Records Administration. Kathy noted that this had been discussed but that it has not yet been done, since the Archives lacks sufficient personnel to accomplish the job without closing itself to outside researchers for extended periods.

Dr. Reckner then turned to the subject of the Navy Department Library. He asked, “Are we devoting enough resources to the Library?” RADM Tobin remarked that someone from outside could say, “You can do better.” We have great items and good security for them but terrible environmental conditions for storing them.

RADM Tobin noted that he wanted to see a new facility built for the Center—such as the plan for the Naval Heritage Center. He also spoke briefly about the latest but not yet fully formed idea to have the Navy Museum moved to a location elsewhere on the Anacostia waterfront.

Mark Wertheimer: Curator

Mark Wertheimer discussed the heritage assets activity at the Naval Historical Center. He noted that the Navy museum instruction was now being rewritten (and will incorporate both Navy and Marine Corps museums).

RADM Tobin remarked at this point that he wouldn't mind having a Marine Corps representative on the Subcommittee. Captain Johnson agreed that this would be a good idea.

Mark Wertheimer stressed that his Branch's responsibilities included collecting, preserving and accounting for the Navy's artifacts. He noted that Curator Branch is accountable for +/- 100,000 linear feet of documentary material, 30,000 art works, and 1,000,000 artifacts. In addition, his people are required to manage some 200,000 items that are out on loan. In all, however, his staff consists of only nine permanent and contractor employees.

Mr. Wertheimer mentioned that his newest section deals with cultural resources—Navy aircraft crash sites and shipwrecks—and stated that the scope of instructions currently in force relating to these issues far exceeds the Curator Branch's capability to deal with them.

Mark Wertheimer then talked about the images presently up on the Photo Section's portion of the Center website. CAPT Todd Creekman asked if all the Center's images that are online are in the public domain. Mark responded that they were, as far as the Branch could determine. If there was any question about the status of a photograph it would not be posted on the website. Captain Johnson then asked if the Center's

photographs were indexed with those owned by the U.S. Naval Institute. Mark said that they were not.

Professor Hattendorf then asked if there had been any change in the past year regarding the Curator spaces. Mark Wertheimer acknowledged that the Center did get financial “band aids” from time to time but that much more money was needed. The Center had to keep putting in for additional money in the POM. He did note, though, that the increased visibility that the Center has obtained during Admiral Tobin’s tour as Director has benefited it when it comes to receiving additional money.

Christine Hughes asked if, because of the new integration of Navy museums, artifacts from one Navy museum can be moved to one of the others. RADM Tobin replied that it could be done but has not been done yet. Mark Wertheimer noted that the development of museum exhibits is a slow process. RADM Tobin then commented that he looked at the new arrangement as a great opportunity to showcase other Navy museums, and said that we would see lots of this occurring over the coming years.

CAPT Creekman asked if the Curator of the Navy now owns all of the other museums’ collections. Mark acknowledged that the Curator has had a role to care for all of the Navy’s relics since the 1930s, but, as RADM Tobin noted, “The title doesn’t come up very often.”

Dr. Jan Herman: BUMED Historical Program

Jan Herman noted that he last reported to the Subcommittee nine years ago, in 1998. Since that time, BUMED History Office’s one-man staff has doubled!

Dr. Herman stressed that his responsibilities consisted of maintaining the BUMED Library and Archives, conducting an active oral history program, and publishing *Navy Medicine*.

He spent a considerable amount of time discussing the pending forced movement of the BUMED facilities from its 23rd and E Streets location at the Potomac Annex. He is very concerned that this BRAC-mandated move will allow the Director of National Intelligence to tear down all of the historic buildings present there, with the exception of the Naval Observatory. He is also very worried about the plans by the Institute of Peace to erect a modern-style headquarters in the Potomac Annex that is architecturally inappropriate in relation to the existing buildings already there. He sought the Subcommittee’s support in trying to prevent the destruction of this important Washington historic area.

Captain Johnson suggested that the Subcommittee could query the Secretary of the Navy about this situation. Captain Thomas noted that that public review procedure for listed buildings would need to take place.

Pam Overmann: Navy Art Collection

Pam Overmann first talked about the 108 new art acquisitions that the Art Collection had received since last year. These included four works of art done by the Center's Morgan Wilbur during visits to Baghdad.

Ms. Overmann noted that the Art Gallery has a very active loan and exhibit outreach program.

Pam Overmann also stressed the environmental control problem that the Art Gallery faces. Because of humidity fluctuations, mold has been found growing on some of the paintings. She also commented about the small amount of money that is annually provided to the Art Collection for art conservation.

In this regard, RADM Tobin remarked that for an art collection that is worth between \$68 and 100 million, it is inappropriate that the Center receives only \$5,000 a year for art conservation.

Captain Johnson and Christine Hughes asked whether the Navy's art collection could be used to illustrate a coffee table book that could be sold as a way of increasing the Art Collections finances. Pam Overmann and RADM Tobin remarked, however, that such an effort was very personnel intensive and that the sale of such books was an uncertain way of bringing in much additional funding.

As a final question, Fred Rainbow asked how many combat artists the Center had. Pam Overmann told him that no combat artists worked for the Navy and that Morgan Wilbur's contributions in this regard were the result of his own, individual efforts.

On the completion of this session, the Subcommittee broke for lunch, followed by a period of discussion to formulate its recommendations and reports.

Enclosure (4)

**MINUTES OF THE 2008 MEETING
SECRETARY OF THE NAVY'S ADVISORY
SUBCOMMITTEE ON NAVAL HISTORY**

**Washington Navy Yard
10 – 12 September 2008**

**WEDNESDAY, 10 SEPTEMBER – NATIONAL MUSEUM OF THE U.S. NAVY'S MUSEUM
EDUCATION CENTER (BUILDING 76)**

Attending: Professor John B. Hattendorf, Chair
Dr. Charles C. Chadbourn III
Lieutenant General George Ronald Christmas, USMC (Ret.)
RDML Jay A. DeLoach, USN
Ms. Christine Hughes
Captain W. Spencer Johnson IV, USN (Ret.)
Dr. J. P. London
Captain Michael H. McDaniel, USN
The Honorable Robert B. Pirie, Jr.
Mr. Fred H. Rainbow
Admiral J. Paul Reason, USN (Ret.)
Dr. James R. Reckner
Dr. William L. Stearman
Captain Channing M. Zucker, USN (Ret.)

VADM John C. Harvey, Jr., USN, Director, Navy Staff:

VADM Harvey noted that the first day of the SNAS meeting fell on the 195th anniversary of the battle of Lake Erie.

VADM Harvey explained that when RDML DeLoach arrived at the Center, he inherited an organization that past Navy leadership had routinely treated with benign neglect. Branch heads and museum directors have always been left to fend for themselves, and naval history has not fared well in academia or in the nation as a result. Harvey showed a map of all of the museums, display ships, and recruiting headquarters to illustrate his drive to develop a nationwide network of Navy history that would reach further than just museums. He asked, "How do we bring naval history into our Navy today, explain history to Sailors, and overcome the national bias against maritime history in the USA?"

The celebration of the bicentennial of the War of 1812 will give the Center, and the Navy as a whole, a remarkable opportunity for outreach, especially in those parts of the country where it usually does not operate.

VADM Harvey focused on program priorities and adequacy of resources. He vowed to "put his money where his mouth is" and promised to hold funding for the Center steady for the next

year. In return, RDML DeLoach owes VADM Harvey a five-year vision for the direction of naval history. He wants a no-holds-barred, critical examination of what the Center does, and intends to act to the fullest authority to give the Center the direction it needs. He also noted CNO's quiet determination to make a real change. The current focus is to make naval history come alive for Sailors, but in so doing, our eventual goal is to instill an appreciation of naval history by the citizens of the entire nation.

Chairman Hattendorf expressed his appreciation of this enthusiasm and support, saying, "That's a wonderful, refreshing change."

Committee Comments:

ADM Reason voiced trepidation that funding requests would balloon to the very high sums necessary to carry out dramatic change at the NHC. VADM Harvey reassured him that as long as RDML DeLoach meets his commitment to provide a five-year vision, he will be our staunchest advocate.

CAPT Zucker supported bringing the display ships into the system. VADM Harvey agreed, pointing out the inspirational role of the veteran volunteers who serve as docents in these ships. He also recommended that the Navy provide updated brochures to the display ships.

Dr. Reckner spoke about the vast collection of digital photos and documents available online through the website of Texas Tech. He suggested that if significant resources were put into scanning and digitizing projects at the Center, the Navy would see a major increase in the number of people conducting research, thus leading to a more vibrant naval history program. VADM Harvey assured him that the Navy is committed to digital access and has pledged a large sum to the overhaul of the website. VADM Harvey went on to recount how Kathy Lloyd had showed him Nimitz's personal diary entry that he made just two hours before he took on one of the most significant wartime commands. Harvey was very moved, and asked why it should be necessary to travel to Washington, DC, to see something like that; why not put something like that online so that everyone can see it?

Chairman Hattendorf brought up the problem of getting the Navy itself interested in its own history. VADM Harvey acknowledged the anti-intellectual bias in the Naval Service that does not exist in the other services. Emphasis on operational readiness is an attitude that took root decades ago, and it exists at all levels of the officer structure.

Dr. London observed that culture is the essence of an organization. Individuals are more willing to commit themselves to a cause greater than themselves when they are inspired by their heritage.

Mr. Rainbow suggested producing a small, concise Navy reading list that Sailors could penetrate more easily than the current CNO's Reading List, which is somewhat long.

Lt. Gen. Christmas stressed that the Navy must instill a sense of responsibility in Sailors to never let their legacy die. It is important to capture the current thinking of Navy leadership for future generations of Sailors.

Chairman Hattendorf brought the following issues to the table:

1. Draft a new charter.
2. Elect a new chairman.
3. Set a date for the next SNAS meeting.
4. Request 2-3 volunteers to attend the meeting with SecNav on Monday, 15 September, 2008.

**RDML Jay A. DeLoach, USN (Ret.), Director, Naval Historical Center:
Welcome and Vision for Naval History**

RDML DeLoach mentioned that to many, the Naval Historical Center means "that place over at the Navy Yard." He hinted that a name change – Naval History Enterprise, or similar – might be in the works to harmonize with the new, expanded organizational structure.

The Director observed that the 2000 History Associates Inc. (HAI) Report was particularly insightful, but he does not think much has changed in the last eight years. Cultural barriers still exist, and lack of recognition, funding, and staff has hindered attempts to move forward. He then presented his "roadmap to naval history," and noted that both ADM Roughead and VADM Harvey have copies of this document on their desks.

RDML DeLoach pointed out that the Secretary of the Navy's office has not had a historian for decades, so how policy decisions are made is not being recorded properly for posterity. He also stressed the need for accuracy and relevance within the Naval History Enterprise. He argued that the Center must have a world-class professional staff in order to record world-class history for a world-class Navy. It is necessary to make an investment in the Center's staff to achieve this goal.

RDML DeLoach emphasized that the Center needs to be recognized as the authority on naval history. PAOs should know to come to the Center before going to Wikipedia.

The Director called attention to the fact that there have been four Directors of Navy Staff in the last two years. Thus there is a sense of urgency to put the strategic plan in place and secure resources as quickly as possible.

We have got to change the culture of not only the US Navy, but also the US taxpayers.

We are in a quasi-war period. This is our time for reflection while we are serving in a support role in the Global War on Terrorism. As VADM Harvey pointed out, it will take a number of years to change our culture. Fitness Reports for Chief Petty Officers have recently changed to include an emphasis on Naval History. RDML DeLoach thinks that changing the Fitness Reports to support this further is a great opportunity to effect change within the Navy.

Because institutional consistency is important, RDML DeLoach is committed to stay at the NHC at least 8 years in order to carry out his plan.

The results of a survey done a few years ago on name recognition of the armed services revealed the following percentages for each service:

Marine Corps 42%

Army 40%

Air Force 17%

Navy 9%

We are a maritime nation. Our history was built in large part on our maritime heritage, and our name recognition should be much higher.

There are three parts to the Navy message: Yesterday, Today, and Tomorrow. We are the Yesterday part (CHINFO is Today, Navy Leadership is Tomorrow). History can break down barriers and open eyes.

RDML DeLoach and CAPT McDaniel embarked on a Voyage of Discovery, visiting all museums and tapping into all the parts of the enterprise. The staff could see the enthusiasm in the upper levels of the Navy. There's definitely an audience, a public that wants this.

Most processes at the Center are not written down. We need to standardize our processes. We are onboard with the Lean Six Sigma process in order to make the roadmap to Naval History a reality.

The Operational Archives Branch has been at half-staffing for over ten years, and has a 220 man-years backlog of unprocessed paper documents. We have boxes of Nimitz and other important documents/personal papers collections that are still unprocessed. There is a 50-90 man-years backlog of artifact processing in the Curator Branch.

Website: RDML DeLoach pointed to an article in the Navy Times that said our website is broken, and noted that we're losing our customer base. He quoted one NHC employee who had said, "You have to have the patience of Job to open up and plough through our website." The Director noted that only 12%-25% of Americans bought a book last year. Thus 75% of Americans are getting their information through other methods (TV, Internet, etc). Therefore, 75% of our effort should be in getting our history out in those media formats. We need to put our history in chewable chunks to create an appetite for it in the American public.

Human Capital: A manpower study will address the positions that are needed. What specifications/talents should we be seeking? What kinds of long-term investments should we make in personnel? We need to invest resources in our manpower in order to have a world-class staff.

We haven't had any credible planning in recent years. The five-year master plan developed in 2004 was created using the SNAS report, but was then put on the shelf unexecuted (this was prior to the reorganization of the NHC).

Dr. London asked why the report was ignored. He then went on to point out that the goal is not only to promote history, but that there should be an emphasis on heritage, legacy, attitude, and culture to explain, "This is who we are, this is why we behave the way we do."

Facilities: We are spread out over 10 different facilities, many of which have not seen a renovation in over 25 years. We have environmental requirements in order to maintain our artifacts and records, and those requirements are not being met. We must make the investment,

or we run the risk of losing our history. Why do we have a warehouse full of artifacts here in high-rent DC? We need to develop criteria for what we keep in warehouses to reduce the overall amount of "stuff" the Navy keeps. CNIC (Commander Naval Installations Command) wants to know how much we've got in warehouses and how much that costs.

We have 12 museums across the United States. Many museums are in a state of flux right now. One is not SecNav approved. Less than 3,000 people visit the Great Lakes Museum each year. When so many recruits graduate from boot camp there every year, we should have ten times that number. We are missing a valuable opportunity at the Great Lakes Museum.

Some yearly visitor statistics at other Navy museums:

Air Force Museum, Dayton, OH: 1.3 million

National Museum of Naval Aviation, Pensacola, FL: 700,000

National Museum of the U.S. Navy: 300,000. We would like to increase visitation, but there's a law of diminishing returns due to access issues and traffic congestion caused by buses at the Yard.

We need to be more business oriented, put more emphasis on professionalism, standardized processes, and communication among branches.

Strategic Planning:

We had a series of All Hands Meetings. Twenty-one people were assigned to the Strategic Planning Team. Many came armed with suggestions from their colleagues. This Planning Team worked with Lean Six Sigma Black Belts to create the new Strategic Plan. The Director will brief the SecNav on a monthly basis and the list of project components and our progress goes on the NHC website for everyone to see.

We need to come together in a grand consortium with other organizations such as display ships and foundations to focus our resources and fulfill our Vision statement.

The questions "What is important, near and dear to our hearts?" and, "How do we want others to view us?" were asked at the meeting. Values were suggested and voted on. ADM Reason asked if Customer Service was, indeed, voted the least important of the top six values. RDML DeLoach indicated that he was not sure of the ranking, but that he intended to put emphasis on customer satisfaction.

The Director gave a very brief overview of the 17 projects and top 6 high-priority projects, and how they will be structured and carried out. RDML DeLoach is in the process of soliciting comments from everyone, and has requested that Center employees sign up for project teams. His Strategic Planning PowerPoint presentation lays out the specifics of these projects.

Lean Six Sigma teams will come in to do Green Belt training with the Strategic Planning Team in the coming months. The NHC conference room will be renamed the "War Room."

Committee Comments:

Dr. Stearman remarked that he has seen a big change from the Navy he joined and the Navy today. The culture of the Navy reflects the national trend towards inadequate historical

knowledge in the younger generation. He was appalled by the increasing ignorance of the students he taught over the years. RDML DeLoach answered that this challenge is a monumental task, but that there are ways to tap into the existing network out there. Outreach programs should play a major role.

Mr. Pirie suggested that ASN (I&E) be made more explicit as suggested in the road map. RDML DeLoach noted that we are still working in an industrial complex. We will be looking at moving out of the Navy Yard facilities, which will increase our visibility and our patronage. If we make a compelling case, hopefully the Center will be able to push forward.

Ms. Hughes expressed that the insularity she's observed before is on the way out. It is necessary to look beyond the Navy perspective in order to effect change and awareness within the greater community. She was happy to hear "the taxpayer" mentioned over and over again. She asked that we spend some time defining who the customer is, and noted that the metrics by which we gauge success and the customer are co-dependent. The Director answered that the Lean Six Sigma process will specifically target those issues and answer those questions, and he noted that "Failure is not an option here."

Dr. London cited his personal experience in the business world and lauded the Director's emphasis on prioritizing a more businesslike approach to the Naval History Enterprise. He also pointed out that establishing the Mission and Vision statements is absolutely crucial.

Lt. Gen. Christmas praised RDML DeLoach's efforts so far, but asked if he had considered doing an offsite meeting to identify the stakeholders in the Naval History Enterprise. RDML DeLoach replied that he had considered that and decided against it because the issues have not changed much since the HAI Report. The Director stated that he wants to move forward with his current group of planning team members for the first year of this project and approach the stakeholders after one year has passed.

CAPT Zucker emphasized that the planning team should retain its flexibility during the process.

Jeremy Gillespie: Coordination of Navy Museums

Mr. Gillespie aims to ensure that all of the museums under his purview are world-class institutions. He has been working to emphasize that the 12 museums and their 41 active duty military, 70 civilians, and 800 part-time volunteers are all part of the larger Naval History Enterprise.

A \$10M sum has been allocated for a new Seabee museum in California. A \$7M sum was raised via a syndicate of alumni classes for the Naval Academy Museum's new state-of-the-art exhibits, and \$12M for building rehabilitation. There are four nationally accredited museums and Hampton Roads is extremely likely to be the newest addition to that list. One of the priorities for the Museums Division is to get the Great Lakes Naval Museum approved by the SecNav.

Proposals that are being considered:

- Eliminate redundancy and have each museum tell a unique story.
- Move museums to the fence line or off base to ensure continued public access.
- Find ways to make museums more self-sufficient.

ADM Reason asked about synergies between museums and about management of similar museums. Would we concentrate the staffs of both naval air museums under one head, for example?

Mr. Gillespie's goal is to normalize MU operations system-wide, as well as to strengthen and bring consistency to MOA framework. In other words, to look at the fabric of how our museums are connected. The fundamental question to answer for the Museums Division is not "Why Museums?" but "Why Navy Museums?" Navy museums are misunderstood internally; externally, these institutions are not part of the mainstream museum community.

Volunteer labor, external organizations, and cost avoidance (favorable lease agreements, etc.) result in 25% of Museums Division funding coming from private sources. In FY06, the Museums Division submitted a single budget for the first time: \$2.5M was requested; \$1.15M was actually approved. We are working to secure permanent federal funding for the U.S. Naval Museum of Armament and Technology as well as the Patuxent River Naval Air Museum.

The SecNav has approved the assumption of the existing Bremerton Naval Museum, which will be renamed Puget Sound Naval Museum and integrated with the Naval Undersea Museum as components of a single institution serving the northwest region. There was some concern expressed by ADM Reason about the accessibility of the latter museum, but he was assured that it is situated outside the security barrier. RDML DeLoach suggested that we combine forces with the Marine Corps, which has 5 or 6 of its own museums.

There will be a new state-of-the-art Navy Museum and Visitor's Center built in conjunction with St. Mary's County, MD (Navy will not have control over the construction).

In finalizing the new SECNAVINST for Navy and Marine Corps Museums. MOAs are already being negotiated and updated for several museums. There is a level of ambiguity with several of our museums because some were not fully transferred to NHC during the reorganization.

The Museums Division is adopting a new centralized collections management system alongside the Curator Branch.

Mr. Gillespie identified as the top-tier museums the National Museum of the United States Navy (Washington Navy Yard, DC), the Naval Undersea Museum (Keyport, WA), the National Museum of Naval Aviation (Pensacola, FL), and Hampton Roads Naval Museum (Norfolk, VA). He listed the U.S. Naval Academy Museum (Annapolis, MD), the U.S. Navy Seabee Museum (Port Hueneme, CA), and the Historic Ship Nautilus and Submarine Force Museum (Groton, CT) as mid-tier museums. A number of our museums need to work on outreach programs. The lower tier museums – those that have been under-resourced in the past – include the U.S. Navy Supply Corps Museum (Athens, GA), the U.S. Naval Museum of Armament and Technology (China Lake, CA), the Naval War College Museum (Newport, RI), Patuxent River Naval Air Museum (Patuxent River, MD), and the Great Lakes Naval Museum (Naval Station Great Lakes, IL).

We need to establish better connections with the private maritime, nautical, and naval museums throughout the U.S. Mr. Gillespie sees a whole constellation of organizations with which we could ally.

Mr. Gillespie points out that the core museum functions reflect the larger historical process, so the Museums Division fits perfectly into the new NHC Strategic Plan. He is trying to look at his

tasks from a corporate management point of view, and hopes to both help guide and benefit from the Strategic Plan.

Questions:

Lt. Gen. Christmas asked about the concept of a National Navy Museum. Each of the Armed Services may only request funding for one specific national museum. It is stipulated that NORCOM dollars be matched dollar-for-dollar by private contributions. This is a double-edged sword as this pot of money is not available to field museums.

ADM Reason asked if there is a Navy Art Gallery. Yes, it's right next door to the Museum Education Center. However, attendance is low. How can we expose more people to the pieces we hold? A joint Navy-Marine Corps exhibit to highlight artwork opens here next week. The National Endowment of the Arts is refocusing on military art. Maybe this event can be a catalyst to propel us into producing traveling exhibits. Mr. Gillespie pointed out that we do have some experience producing exhibits that were designed to be relocated (e.g., the Great White Fleet commemoration exhibit).

ADM Reason suggested that there is space at the Navy Memorial for a gallery. It is near a Metro stop and only one block from the National Gallery of Art. He stressed the need for a gallery that the public can get to easily.

CAPT Johnson was happy to hear Mr. Gillespie talk about outreach to external organizations and museums, which are among the most popular naval/nautical museums in the country.

A question about the internship program was raised. Karin Hill, Director of Education, National Museum of the U.S. Navy, talked about her 2.5 years' experience as an intern at the Center. She suggested that we take the best practices for internships and apply them to the entire Naval History Enterprise. She oversees 20-30 interns per year, with the University of Aberdeen, Scotland, sending a large contingent annually.

Dr. Michael J. Crawford: War of 1812 Bicentennial, Documentary Publications, Distribution of History Books to New Recruits

A Maryland Congressman has introduced a bill, which has not yet passed Congress, pertaining to the War of 1812 Bicentennial. The National Park Service will establish the Star Spangled Banner National Historic Trail (much of which is "wet") and produce a trail guide, uniform signage, and other products to tell the story.

The Center requested \$12M for a War of 1812 Commemoration program, but later decreased it to \$5M. No funding is available so far. DNS VADM Harvey is interested in the commemoration, and the Center will coordinate its efforts with DNS.

Documentary Publications:

- The fourth and final volume of *The Naval War of 1812: A Documentary History* will be sent to the printer in June 2010 for publication in time for the 200th anniversary of the war.
- Volume 12 of *The Naval Documents of the American Revolution* is expected in FY2010. The NHC has published 11 volumes of *Naval Documents of the American Revolution* since 1964, averaging 464 pages per year.

These two major documentary projects have seen staffing reductions from 7 billets to 5, with the concomitant addition of three book projects to the branches workload.

Digitization Projects: Four major projects are on CDs. There are several challenges to overcome in putting these projects online, including complying with the Americans with Disabilities Act (text/OCR) and obtaining from repositories permissions to distribute online. Dr. Crawford remarked that documentary editions do not have to be restricted to the era of handwritten documents, and they do not have to be multi-editions.

RDML DeLoach questioned the problem of allocation of resources. He suggested the possibility of outsourcing some of our writing to contractors working under Center supervision. This might be a way to chip away at the backlog of history waiting to be written. We need to rethink the way we are reporting our own history.

A Sailor's History by Tom Cutler was written in 2004 and given to each new recruit for one year. It was written in an approachable manner and is appropriate for the new young Sailor. It has been incorporated into CNO's professional reading program, so copies are available in fleet libraries. RDML DeLoach has recently urged the Great Lakes Command to reinstitute the program of giving copies to recruits.

The Civil War documentary series is available online through Syracuse University and commercially. The Quasi-War and Barbary War documentary series, compiled in the 1930s and 1940s, are online as searchable PDFs.

Ms. Hughes asked about the criticality of getting the bill for the 1812 Bicentennial passed. We intend to do something for the commemoration with or without the act. The act will financially affect the localities across the USA that have a connection with the War of 1812. Apparently, there is one senator holding up the bill.

There are a number of organizations that want to do something for the bicentennial (particularly in New England), but they don't know with whom to partner. Crawford pointed out that there is an informal group, spearheaded by Fort McHenry staff, that is coordinating this effort.

Admiral Reason suggested that we ask that the SecNav do what he can to convince Congress to pass the Bicentennial bill. It is hoped that this would focus the planning activities here at the Center rather than with an outside organization.

Richard T. Whelan: USS *Constitution's* Repair Schedule

Objective is to return the ship to its 1812 configuration. Mr. Whelan did not believe that it was necessary to put the ship in dry dock for these repairs. The replacement of the 17 port side hull planks and the port and starboard catheads is complete. The power and lighting upgrade is 70% complete, and the replacement of the spar deck is ongoing. The new spanker boom is complete.

Human Resources Service Center Philadelphia had difficulty in hiring qualified term employees. NHC Det Boston is working with the local HRO in Groton, CT to vet candidates. DLA delivered on its contract later than expected (each shipment took more than a year), so the whole process was set back. NHC Det Boston is negotiating with suppliers for incremental delivery of wood.

Naval Installations Command modified the finger pier reducing the berth opening to 60' making it difficult to work on both sides of the ship simultaneously.

Funding figures anticipated through FY2012. Initial planning for dry dock availability sometime between 2015 and 2022.

CDR Gregory Contaoi: Digital Preservation Project

The primary problem for the archives are the environmental conditions. Ideally, the archives should be kept at 72 degrees Fahrenheit and 50% humidity. The humidity is the primary issue.

Microfilm digitization: Acetate microfilm is being severely damaged by autocatalytic vinegar syndrome. As temperature and humidity rises, the acidity rises. This is not a reversible process. NAVFAC completed a study for the Building 57/44/108 complex. Full overhaul and vapor barrier would require \$9M, probably an underestimate, which excludes the need for workers with clearances or loss of productivity due to escort requirements. The estimate does not provide for alternate work space or temporary relocation of current operations. There are issues with media longevity, active archiving, and changing digital formats over the long term.

The current setup provides for two dedicated archivists with TS clearances, a Mekel microfilm scanner, a standalone work station, two research workstations, software licenses for records management, and a TS server for storage.

We had hoped to OCR these documents, but the quality of the text is not high enough. Eventually NCIS will have to review these images manually for declassification. This collection is particularly prone to overclassification, because just one classified page on a reel classifies the whole reel.

Paper digitization: Information Manufacturing Corporation (IMC) in Rocket Center, West Virginia handles a large amount of our paper digitization (especially Deck Logs), up to Secret level (at an increased price). Some examples of digitization: 50,000 page project for N87, 500,000 pages of Deck Logs, 138,000 pages of 7th Fleet records. Total image count thus far = 1,989,858. The long term issues with paper digitization are: hosting and access, task authorization dependent on NAVSEA contract continuing, and release issues such as declassification and referrals, Kyl-Lott review, and privacy information.

Stearman asked about the possibility of using retired Navy personnel with clearances to handle some of the declassification process. Contaoi answered

Contaoi confirmed that we are NOT destroying the originals after scanning. We will be transferring the microfilm to NARA.

We have digital copies of finding aids, oral histories on CDs, and quite a lot of other digital materials that are not accessible to the public without physically coming to DC.

Hattendorf asked about the size of the website. We are moving our website to DISA. Anything we keep that's not on the Navy server must be in compliance with the information assurance regulations. We have hired a company to redo the design and retool the functionality of the site.

CAPT Michael McDaniel, USN: Volunteer and Intern Programs

Internship program: NHC hosted 61 interns from 28 universities and colleges and two high schools both here and abroad since this time last year. We need to reach that next generation of historians, archivists, curators, display specialists, etc. We need to make connections early so that we can plug these aspiring historians

ADM Reason pointed out that we should corral all of the Navy's historians in one room and establish consistency within naval history. According to OPNAVINST in 2002, all commands are encouraged to create and establish their own historical programs. RDML DeLoach would like to change that.

Interns receive a stipend of \$400 from the Naval Historical Foundation. Expensive and limited housing options in DC and the low stipend keeps internship interest low.

ADM Reason suggested that we take IT interns.

All the Navy Museums employ a total of 800 active volunteers. The museums with the best volunteer programs are the best museums. There is a 9.5-week training program for docents here at the National Museum, but this is not consistent across the board. An extensive training program tailored to each museum is necessary. Best practices need to be shared throughout the museum enterprise, and we need to get better involvement/coordination with the fleet Sailors.

Kudos to the Navy Department Library for sustaining such a good volunteer program. The Archives, Warfare Division, and the Photo Section all utilize volunteers and interns.

Washington Maritime Center (WMC) Proposal: The National Maritime Heritage Foundation is promoting a 47-acre site along the Washington Channel from historic Fisherman's Wharf to Ft. McNair. The National Capital Planning Commission (NCPC) and NMHF originated the concept in 2004. The city is committed to \$198M for this project. The National Museum of the U.S. Navy would be the centerpiece of the WMC. The concept makes sense; public accessibility, a possible major DC tourist attraction, and the expansion of NHC facilities are all attractive ideas. However, the project would require significant and proper vetting. Also, there may be additional synergies that have yet to be explored (NHF, Navy Memorial, others).

NMHF is suggesting an eventual LLC between NMHP and USN and asking for a non-binding MOU in the interim. SecNav General Counsel has lead for USN. The SecNav is lukewarm to the idea.

Dr. London asked about the meaning of "Maritime." Would this complex include the Merchant Marines, Coast Guard, etc.? CAPT Johnson asked if there would be a ship attached to this. There is talk of putting a tall ship in dock at the WMC pier, and the possibility of bringing naval vessels into downtown DC.

Glenn Helm: Library's Online Catalog

The current situation: It's only available on non-NMCI computers within the library itself. In 2005, someone from Germany hacked into the catalog and used it to hack into other government agencies. Although nothing sinister had been done to the catalogue itself, NCIS shut down the Library's connection to NMCI. To bring the Integrated Library System (ILS) back online, three things need to happen: upgrading and licensing of software, permission to get back online, and a controlled Internet connection via NMCI in order to facilitate external public access to the catalog. The Generations network (Ancestry.com) has offered to fund a LAN within the Library that will be connected to the Internet. The Library has already purchased five PCs for this project.

Compact shelving is being installed this autumn, and more will be installed in the future, virtually doubling the shelving space available in the Library. The Generations project is also funding a two person, two year scanning operation (with the option to renew) to digitize the library's cruise book collection as well as additional materials useful in genealogical research.

Major recent acquisitions include 22 boxes of WWII damage reports from NARA. NHC recently provided a significant shot-in-the-arm of funding to assist with book purchases.

DeLoach would like to consider having Mr. Helm consolidate all of the other libraries within the Navy under the Navy Department Library.

CDR Robert Moss: Declassification Issues

The original classification authority has control over declassification. There is one agency that has declassification authority that does not have classification authority – that was us, until 2006. N-09N (NCIS) handles declassification for us now. All documents 25 years old are reviewed for declassification. Per the executive order that changed our

Anything that you declassify has to be reviewed on a page-by-page basis at the folder level. So anything declassified under an older executive order prior to the first Kyl-Lott Public Law was passed, must be reviewed again. The suggestion of giving the head of the NHC declassification authority poses a number of problems, not the least of which would be the hiring and extensive training of declassification specialists. The man-year backlog in Operational Archives does not include Kyl-Lott review.

NCIS administers the Vangent contract which provides us with our declassification team.

Other Issues:

Marking of submitted deck logs can be a tremendous issue.

Official Use Only (FOUO) also poses a problem. Although FOUO is not an official classification level, documents marked as such must be reviewed by their original owner or a representative for release before being used by a non-official entity.

The best thing that this group can do is to pressure the correct agency to review the declassification process. The flip side to this is that we run the risk of inadvertently disclosing sensitive information and that's why the Kyl-Lott law was passed to begin with.

Vangent is currently locked into working on documents from 1984, and cannot work on any other timeframe until they have finished with that year.

This Kyl-Lott program frustrated our researchers tremendously. In some cases researchers have been banned from seeing documents that they saw three or four years ago.

CAPT Johnson: Do we need a plan for looking at how declassification decisions are made?

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27 June 1999

The Honorable Richard J. Danzig
Secretary of the Navy
1000 Navy Pentagon
Washington, DC 20350-1000

Dear Mr. Secretary:

This letter constitutes the report of the Secretary of the Navy's Advisory Subcommittee on Naval History for 1998. It reflects the deliberations of the subcommittee at its September 1998 meeting at the Naval Historical Center (NHC), as well as additional investigations of areas of interest and concern by subcommittee members. **A proposed statement of Navy policy on naval history and a set of specific recommendations are contained at the end of this report.**

Past reports of this subcommittee have looked at specific issues and requirements for insuring that the Naval Historical Center is provided with the resources and specific assistance from the Secretariat that it needs to accomplish its mission. This year, however, your subcommittee has chosen to focus on how well the Navy as an institution is preserving and using the past to inform and assist in its present and future duties. Our basic conclusion is that the service is not doing well in this area. **The major concern of this subcommittee is that the Navy as an institution needs to put a much higher priority on preserving and using its own history.**

History can be a source of pride, a treasure trove of experience and lore which informs current actions, a common heritage that can bind an organization together, and a way of gaining insight into what makes an institution unique. The Army, Air Force and Marine Corps clearly consider history valuable for some or all of these reasons. **The Navy places a far lower priority on history than the other services, measured in comparative dollars and manpower.**

This is not immediately apparent from a comparison of the budgets of the Washington operations of the Naval Historical Center (\$6.6 million), the Army's Center of Military History (\$9 million) and the Air Force History Support Office (\$3 million). **But the Navy stretches these dollars very thin.** Like the other centers, the Naval Historical Center researches and writes naval history in its contemporary history, early history, ships' history and aviation history branches. However, the NHC employs only 21 actual historians in Washington out of a *total* staff of 83 civilian and 24 military personnel. By contrast, 38 of the Army CMH *professional* staff of 74 are listed as historians, and the Air Force history office lists 18 *historians as branch heads* of its headquarters office, with at least 20 additional staff working for them.

In addition, **unlike the other services the NHC also runs the Navy's Operational Archives, the Navy Museum, an Underwater Archaeology Branch that keeps tabs on all undersea Navy ship and aircraft wrecks around the world, and the Navy Art Collection.** The Army has a separately funded archive at the U.S. Army Military History Institute at the Army War College in Carlisle, Pennsylvania, and the Air Force has a separately funded Historical Research Agency which serves as the Air Force's archive at the Air University in Maxwell Air

Force Base, Alabama. With respect to service museums, the Air Force has a separately funded Air Force Museum at Wright Patterson Air Force Base in Ohio. The Army is looking to build a central Army museum in Washington, but meanwhile uses appropriated funds to support fifty-three separate museums commemorating the history of active duty units, as well as 46 museums in 41 states commemorating the National Guard. The Navy has only 9 satellite museums, not all of which are supported by public funds, and none of these are formally affiliated with or supported by the NHC. The only direct NHC satellite activity is the USS CONSTITUTION and its detachment in Boston that received approximately \$3 million (\$500 thousand of which went to the National Park Service) in FY 1999.

More important, the other services have in place a dispersed network of historical offices to insure that both headquarters and operational history is preserved and recorded. Each of the ten major Air Force Commands in the continental United States and overseas has its own command historian preserving and writing command history. Likewise, every major Army Command, Center or School, most Corps and many Divisions—a total of forty-nine organizations—have at least one command historian. These historians not only insure that annual command histories are prepared in a professional manner; they also insure that critical documentation is archived as appendices to these histories.

The Navy has no similar system to insure that its history outside of Washington is recorded and preserved. There are no historians attached to Navy operational commands. Further, the Army and Air Force have a number of active duty history detachments or reserve units that can be assigned to compile and preserve historical experiences. **The NHC has only one reserve unit (plus a smaller Voluntary Training Unit), with a total of no more than three dozen individuals attached to it.** These units do excellent work in support of the Center in Washington and also deploy as appropriate (and when travel funds are available) to document current operations. They cannot begin to handle the vast task of keeping tabs on a very busy deployed Navy dealing with crises from Bosnia and Kosovo to Iraq and Korea. Occasionally ship and unit commanders will provide the Operational Archives with the records of their operations on a voluntary basis.

Unfortunately, most operational history is preserved only in summary and haphazardly prepared annual ship, squadron or other unit command histories, frequently written by inexperienced officers with no training and no idea what purpose such documents are supposed to serve. This time-honored practice has resulted in spotty record preservation at best, and the wholesale loss of recent history. The Naval Historical Center produced an excellent revised comprehensive instruction on Command History preparation in 1996, OPNAV Instruction 5750.12F. It was recently reaffirmed as a necessary Navy-wide requirement. However its provisions on preparation and provision of documentation are rarely fully complied with. **Many units fail to submit any annual command history on time, if at all. The Center's historians are forced to make repeated calls to individual ships and air squadrons, reminding them to submit some sort of annual compilation of information.**

The basic tactical units of naval operations today are carrier battle groups and amphibious ready groups. As far as this subcommittee has been able to determine, none of those operational commands submit command histories. Upon their return from deployment, commanders and staff of deployed battle groups always provide classified and unclassified briefs to the Chief of Naval Operations staff on the major events and operational issues of their recent tour, but these are not forwarded to the Operational Archives. **The result is that there is no permanent record of the experiences and outcomes of current operations. The Navy's numbered fleets do not submit command histories either. These fleets have been the**

operational locus of fleet battle experiments over the last few years, yet reports on those experiments have no direct institutionalized way of reaching the NHC's archives, unless they become the focus of the work of the center's excellent reserve unit. Even when command histories are submitted, the results are not necessarily satisfactory for historians. For example, in 1997 Admiral Archie Clemens, Commander-in-Chief, Pacific Fleet, began his Information Technology 21 (IT21) initiative. **The 1997 CINCPACFLT command history discusses the work of the PACFLT band in 7 pages, public affairs activities in 13 pages, but refers obliquely to IT21 on only one page.**

Finally, even where records are created, it is not clear that they are being preserved, because they are not readily available to the staff of the NHC. Submarine operations during and since the Cold War are detailed in the Basic Mission Reports (BMR) of each deployed submarine. Many of those reports are highly classified, at Top Secret or above. The Atlantic and Pacific Fleet Submarine Force Commanders retain only about a decade's worth of these reports. The rest appear to be archived by means of microfilming for retention at the Office of Naval Intelligence. **Recent investigations have indicated that the original microfilming of reports from the 1950s was done so poorly that the microfilm of many BMRs is unreadable. If this faulty microfilming was in fact widespread, the history of the Cold War submarine force may be irretrievably lost.**

The Navy has done less historical record keeping and history publishing than the other services for a number of reasons. The first relates to the fact that since the Second World War the service has had an operational and expeditionary orientation. In a forward deployed force, preserving and writing down history is an after-thought, one that is addressed only after the ships and aircraft are safely home, most personnel ashore on liberty or leave, and material repair and upkeep insured. For traditionally garrisoned forces such as the Army and Air Force, it has been easier to maintain command historians to preserve, compile and write history. Even overseas Army and Air Force commands in Europe and Asia have traditionally had command historians as integral parts of their organizations.

The second reason goes back to how the Navy, in contrast to the other services, chose to institutionalize its history more than half a century ago. During World War II, while the other services used teams of historians drafted from civilian life to compile and write operational history, the Navy employed one remarkable and legendary individual LCDR (later RADM, USNR, Ret.) Samuel Eliot Morison, backed up by a small group of hand-picked assistants. After World War II, the other services continued with a team approach, while the Navy focused on ensuring that RADM Morison would finish his classic fifteen volume History of United States Naval Operations in World War II. A parallel effort in Navy administrative history under Morison's Harvard colleague Robert Greenhalgh Albion compiled a large number of important though largely unpublished studies. Essentially all of the historians employed by the Navy in this one-time endeavor went back to civilian life. Many of the Army and Air Force World War II uniformed and civilian historians populated the historical offices of their services, the Joint Chiefs of Staff and the Office of Secretary of Defense into the 1990s.

Whatever the roots of the Navy's historical practices, the result today is that most Navy personnel, uniformed and civilian, know very little about their own service history and that which they do know is anecdotal and superficial. Their only exposure is likely to have been the cursory view offered by initial officer and enlisted acquisition and training programs. Particularly striking is the fact that the Navy's new Leadership Continuum curriculum draws inspirational lessons largely from the battle history of the other US armed services, foreign

militaries, the writings of William Shakespeare, and recent military novels and movies, not from the annals of our own naval history.

The Advisory Committee is not asking that we close the “history gap” between the Navy and the other services with a massive new infusion of funds. The specific projects listed below that require your support are relatively modest, and some of them, such as the Navy Cold War Museum, are already underway. **We strongly recommend, however, that both the Navy Secretariat and the Chief of Naval Operations make an explicit commitment to the principle that the history of our own service is precious, that it must be preserved and recorded, and that it should be used more widely in a variety of forms to inform professional development and contemporary decision making.**

The most effective way to communicate such a commitment would be through a joint message from the Secretary of the Navy and the Chief of Naval Operations on “United States Naval Policy on Naval History.” The last time a Secretary of the Navy issued such a policy statement was in 1986, when Secretary of the Navy John Lehman undertook a “graduated- and justifiable—expansion of the Naval Historical Center’s budget” to allow for the creation of the Contemporary History Branch. **A new policy statement could embody a set of basic principles about the preservation and use of the past, along with a series of administrative initiatives. In particular it should include:**

1. **A strong and detailed statement reaffirming and expanding on the 1986 statement that:**

“The historical origins of the Navy’s missions, roles and programs often become lost in the press of current business. An understanding of these origins and the events that brought the Navy to its present state is essential for the Navy as an institution. Such an understanding also is a requirement in ensuring public support and a basis for future planning.”

2. **A requirement that naval history as a means of inspiring and educating naval personnel, both officer and enlisted, be emphasized by the Navy’s education and training establishment, including Chief of Naval Education and Training, the Naval Academy, Naval War College and Naval Postgraduate School. In particular, that officer and enlisted professional reading lists grounded in works of history, which are extensively utilized as training and education tools by the Marine Corps and the other services, be assembled, reviewed, approved and disseminated for all personnel. Equally important, that professional reading in naval history be required as part of officer and enlisted professional preparation.** Senior officers and enlisted should be expected to develop a sense of their service’s history and the role of navies beyond what is currently taught to plebes at the U.S. Naval Academy. For example, the Naval War College has this year established an advanced war-fighting curriculum, a thirteen month Naval Operational Planner Course, to impart significant naval and joint planning knowledge and skills to selected mid-grade Navy warfare qualified officers. Designed as an advanced course similar to the Army’s School of Advanced Military Studies at the Command and Staff School at Ft. Leavenworth and the School of Advanced Airpower Studies at the Air University, this course supposedly emphasizes “War At and From the Sea.” There is no indication that operational and tactical history, the foundation of the other services’ advanced courses, will be an important part of this new curriculum.

3. **A requirement that past and current operational and programmatic records be preserved and archived either with the Naval Historical Center's Operational Archives or at other suitably cleared locations.** In order to implement this requirement, it may be necessary to either hire or assign civilian historians to major Navy operational commands such as Carrier, Cruiser/Destroyer and Submarine Groups, the numbered fleets, the Pacific and Atlantic Air, Surface and Submarine Forces, and the four star Fleet headquarters in Norfolk, Pearl Harbor and London. **Staff historians are an absolute requirement at Atlantic Fleet, Pacific Fleet and Naval Forces Europe headquarters if operational history is to be preserved in the future.** Those historians, with the weight of their Admiral behind them, can enforce the requirements for command histories and records preservation in a way that the NHC, working from Washington, D.C., cannot. If funds are not made available for civilian historians at the numbered fleet, group and force levels, preservation of those commands' historical records should be made the responsibility of the reserve units assigned to those commands. **If the record preservation task is assigned to reservists, the NHC's reserve unit, expanded and provided electronic connectivity, could be employed in advising and monitoring operational commands' archiving tasks.** At the very least, **the Naval Historical Center should be authorized to revise the OPNAV instruction for the preparation of command histories. This new instruction should clearly define which commands must submit such histories (including operational units not currently doing so), what information *must* be included in the annual reports, and what documents *must* be transmitted for archival storage. The Center should further be empowered to follow up with those commands whose reports are deemed inadequate so that subsequent submissions will be improved.**
4. **A directive that Navy commands immediately begin to put in place both administrative and electronic systems to ensure that both paper and electronic historical records are archived and preserved.** The destruction of important records, both paper and electronic, simply because no one knows what is supposed to be done with them goes on all too often in the service. **This tragedy could be prevented if appropriate guidelines and procedures were promulgated and enforced.** As the Navy moves forward in its efforts to address the national requirement to insure that electronic records are preserved, attention should be paid by whatever special working group is established to insure that all historically significant Navy records are preserved for the future. (Please note that this repeats and expands on our recommendation last year that a special task force be convened under the auspices of the Under Secretary of the Navy to establish procedures for a cost effective and implementable program to deal with both electronic and more traditional paper records. **An additional issue that has since been brought to the subcommittee's attention is that steps must be taken to insure that the NHC is equipped to receive, process and access electronic documentation through provision of requisite hardware and software.)**
5. **A statement that Naval History is to occupy a position within the service comparable to that of the historical branch of the other services. This would involve, among other things, having the Naval Historical Center report directly to the Chief of Naval Operations or the Vice-Chief of Naval Operations, rather than to the Director, Navy Staff.**

The subcommittee has four specific recommendations that it believes should be implemented in the near future as well. The first three are continued from our report to Secretary Dalton last year.

1. With respect to full and timely implementation of declassification under Executive Order 12958, the subcommittee recognizes that substantial progress in this area has been made and that more than half of the documents currently covered by the order—160 million out of approximately 300 million pages—have been reviewed. **It nevertheless recommends that the Navy Secretariat clearly and most emphatically reaffirm the high priority assigned to this effort, and the need to carry it through with adequate funding within the framework of the deadlines set by E.O. 12958. Those assigned to implement this effort must also be made aware that the declassification challenge will not end in April 2000 (nor in 2001, 2002, or 2003—the dates of extension to the order’s completion currently being discussed). Provision must be made to continue declassification on an ongoing basis for all records 25 years old or older on into the 21st Century.** The financial planning process must take this burden into account in 2000 and beyond.
2. The subcommittee recommends that in addition to allocating funds to turn Building 70 in the Washington Navy Yard into a Cold War Naval Museum, the Navy insure that the collection of invaluable artifacts currently retained in that building be provided adequate future storage. **High priority should be given to providing the NHC with a minimum of 100,000 square feet of climate-controlled curatorial space through construction of a modern Collection Management Facility somewhere in the Washington, D.C. area.** A proposal to modify a building at the Supply Corps installation at Cheatham Annex near Williamsburg, Virginia, to serve as a storage and logistics facility is a useful stopgap measure. Having such a facility more than a hundred miles from the Center strikes the subcommittee as costly and unworkable over the long term, however.
3. The subcommittee believes that **the NHC’s Underwater Archaeology Branch must be preserved as the U.S. government’s primary conservator of underwater archaeological sites** in U.S. territorial waters and sunken U.S. Navy ships and aircraft in international waters. **In order to insure that this will continue we reaffirm our recommendation that the branch’s two full-time assistants funded by soon-to-disappear Defense Department Legacy Program funds be retained as permanent government employees.**
4. **The Navy must continue to comply with the National Historic Preservation Act. In order to do so, it created the Navy Historic Preservation Program (NHPP).** The Army devotes 125 specialists to this issue and the Air Force assigns more than 80 people to it. **The Navy has one Federal Preservation Officer who works on this as well as collateral duties** within the Navy Facilities Engineering Command in the Washington Navy Yard. This officer does most of his (and the NHPP’s) work through contracting, but in Fiscal Year 1999 NHPP contractor funds were significantly cut. Prospects for FY 2000 funding look rather poor as well. **The subcommittee recommends that the Secretary give serious consideration to enhancing the position and funding of the NHPP’s efforts in order to ensure that the Department continues to comply with the law.**

The subcommittee has one final recommendation. **It recommends that this report not be immediately turned over to the NHC for the drafting of a reply as has occurred in all past years.** In order to avoid turning the report into a “self-licking ice cream cone,” as one wag

has dubbed it, it should first be given high level attention within the Navy Secretariat and Office of the CNO. **Once a response to our broad policy recommendations and specific initiatives is decided upon at that level, the report can then be passed on to the Center to prepare a detailed reply in accord with high level guidance. It would be even more desirable to have a high-level action officer designated in either the Secretariat or Navy Staff to both prepare a reply and monitor implementation of any agreed upon responses.**

The members of the subcommittee would like to extend their sincere thanks to Under Secretary of the Navy Jerry Hultin for taking time from his very busy schedule to host us during our lunch in the Pentagon during our September 1998 meeting. The subcommittee also thanks Dr. William Dudley, the Director of Naval History, and the superb staff of the Naval Historical Center for their fine work in preparing for and hosting our meeting. Dr. Dudley and his staff provided the subcommittee with excellent support and warm good will during our two days in the Washington Navy Yard. They also presented the subcommittee with full and detailed information on the Center's wide-ranging responsibilities and activities as well as frank and penetrating views and recommendations on problems and potential improvements. The subcommittee remains most impressed by the great dedication, enthusiasm, knowledge and professionalism of the Center's staff. It is a unique national resource whose talents and accomplishments deserve strong support and recognition from the Navy's top leadership.

This concludes the report of your subcommittee for 1998. The projected dates for the subcommittee's next meeting are 16 and 17 September 1999.

Sincerely,

DAVID A. ROSENBERG,
Chair

Members: Commander Wesley A. Brown, CEC, USN (Ret.)
Dr. Frank G. Burke
Mr. J. Revell Carr
Vice Admiral Robert F. Dunn, USN (Ret.)
Vice Admiral George W. Emery, USN (Ret.)
Dr. Jose-Marie Griffiths
Dr. Beverly Schreiber Jacoby
Mr. David E. Kendall
The Honorable G.V. Montgomery
Dr. James R. Reckner
Dr. William N. Still, Jr.
Admiral William O. Studeman, USN (Ret.)
Dr. Virginia S. Wood
Vice Admiral John Craine, USN, (ex officio)

cc: Under Secretary of the Navy
General Counsel of the Navy
Chief of Naval Operations
Vice Chief of Naval Operations
Director Navy Staff
Director of Naval History

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2794 FORT SCOTT DRIVE
ARLINGTON, VA 22202-2350

7 December 2001

The Honorable Gordon R. England
Secretary of the Navy
1000 Navy Pentagon
Washington, DC 20350-1000

Dear Mr. Secretary:

The Secretary of the Navy's Advisory Subcommittee on Naval History held its annual meeting at the Naval Historical Center on 20-21 September 2001. Despite increased security measures restricting air travel and controlling access to the Washington Navy Yard, eight of the subcommittee's eleven current members were able to attend all or part of the sessions. The subcommittee very much regretted that we did not have the opportunity to meet with you or other members of the Navy Secretariat in this time of great challenge to our national security. We very much look forward to doing so in the future.

The subcommittee engaged in a full review and discussion of the Naval Historical Center's activities and associated historical programs. We continue to be deeply impressed with the work of the Naval Historical Center and the high caliber of talent and dedication of its civilian professional and military staff. They continue to fulfill their many responsibilities--far heavier relative to resources and staff than in any other service history organization--despite declining numbers of personnel and resources, and an aging physical plant. Dr. William Dudley, the Center's Director, has recently assigned a number of the Center's civilian historians and members of the Center's reserve detachment to collect information and artifacts in support of Operation "Noble Eagle" and is fully engaged in documenting Operation "Enduring Freedom" as well. He has further stepped up to serve as executive agent for the Office of the Secretary of Defense historian to coordinate preparation of a joint account of the 11 September attack on the Pentagon.

We applaud Dr. Dudley's actions, but think that even more can and should be done to strengthen the Center's connections to our Sailors at sea and ashore. This is an endeavor that requires both additional resources and additional thought and action by both historians and operators. For too long the Navy as a whole has viewed history as "someone else's problem." As a result, much of our historical record over the last fifty years has been destroyed, and few of our Sailors know or appreciate our history. This mindset needs to be challenged. Every unit of the Navy shares responsibility for preserving records, understanding naval history and traditions, and drawing inspiration and wisdom from past accomplishments.

The Subcommittee believes that the following principles should guide the Navy's approach to its history:

- We can learn from our history, but only if we preserve it, study it, and understand it.
- Today's information, decisions and actions are tomorrow's history. It is a leadership

imperative that attention be paid to issues of what to capture, record, organize and preserve for future access.

- Our naval heritage, traditions and past experience can be used to inspire, inform, and empower our Sailors, especially in the current crisis. The Sailors of the United States Navy are the first priority customers of the Naval Historical Center.
- The story of the Navy's role in American history captures the public imagination. Support for the Navy and its programs can be deepened and strengthened if we communicate more vividly to the public the values, traditions, and contribution of the Navy to the life of our nation.

The enclosed point paper (Enclosure 1) reviews efforts undertaken by your subcommittee and the Naval Historical Center in the last two years and proposes a framework for addressing these areas of concern. In summary, the paper indicates that if the Navy is to benefit from its history, the uniformed and civilian leadership of the service must recognize and give priority to the importance of learning from the past. As stated in the paper:

“The Bottom Line: The issue is not resources. It is engagement. The Navy leadership needs to decide what it wants from its history. Until the service's senior civilian and uniformed leadership seriously consider what roles they desire history to play in educating its leaders, defining its character, informing its strategy, tactics, technology and operations, and shaping the service's image, history in the service will continue to be in jeopardy, and a good part of the Navy's present and recent past will be irretrievably lost.”

Enclosure 2 is a draft Secretary of the Navy Instruction on Navy Historical Programs. The Naval Historical Center and your subcommittee drafted it jointly. The Director of Naval History will submit this draft through his chain of command for review and approval. The subcommittee strongly recommends that you approve and implement this instruction as soon as possible.

Enclosure 3 is a proposed Plan of Action and Milestones, which, if carried out, would implement our proposed actions to improve the state of naval history in the Navy.

The subcommittee would very much welcome the opportunity to brief you on these matters and our recommendations for addressing them at your earliest convenience.

The members of the subcommittee would like to extend their sincere thanks to Dr. William Dudley, the Director of Naval History, and the superb staff of the Naval Historical Center. Their fine work preparing for our meeting and providing excellent support in this time of testing for our nation and challenge for our Navy and Marine Corps was most impressive.

With best wishes,

Sincerely,

DAVID A. ROSENBERG, Chair

Members: Commander Wesley A. Brown, CEC, USN (Ret.)
Dr. Frank G. Burke
Vice Admiral Robert F. Dunn, USN (Ret.)
Vice Admiral George W. Emery, USN (Ret.)
Dr. Jose-Marie Griffiths
Dr. R. Robinson Harris
Dr. Beverly Schreiber Jacoby
Dr. James R. Reckner
Dr. William N. Still, Jr.
Dr. Virginia S. Wood

cc: Chief of Naval Operations
Vice Chief of Naval Operations
Director, Navy Staff
Director, Office of Program Appraisal
Director of Naval History

Subject: THE FUTURE OF NAVAL HISTORY IN THE NAVY

1. **Executive Issue:**

Recent studies of the state of history in the U.S. Navy have identified serious inadequacies in the way that the service collects, maintains and uses its history. Recommendations were made by those studies on how to preserve, convey, and use history within the service. In October 2000, the Secretary of the Navy endorsed “the value of a renewed investment in history and its place in developing our professional culture” and requested the Chief of Naval Operations develop OPNAV positions on these recommendations. The Naval Historical Center and the Navy Staff are presently working the response to this request.

2. **Background:**

A 1999 review by the SECNAV Advisory Subcommittee on Naval History (SNAS) found that “the Navy as an institution needs to put a much higher priority on preserving and using its own history,” that many of the Navy’s recent historical records (both paper and electronic) were not being archived for posterity, and that “most Navy personnel, uniformed and civilian, know very little about their own service history and that which they do know is anecdotal and superficial.” The SNAS made recommendations on how to treat these problems. The Secretary of the Navy subsequently contracted for the "History and Heritage in the U.S. Navy" report delivered in October 2000 by History Associates Incorporated (HAI). In addition, the Secretary’s office convened a meeting of “stakeholders” from organizations within and outside the Navy that support naval history in May 2000 to discuss plans to achieve and implement a vision for naval history. Mr. Danzig subsequently approved a short vision statement. The HAI report specified a number of actions and processes for the Navy to consider. The Secretary read the SNAS and HAI reports and indicated that he agreed in general with their findings and recommendations. He found the recommendation to establish a flag officer “Chief of Navy History and Heritage” significant. Such a position, he noted, “if properly empowered and resourced, will provided the visibility, support and organizational leadership necessary to revitalize this important element of our professional culture.”

3. **Discussion:**

- The 1999 SNAS report emphasized the following recommendations:
 - The need for a strong, detailed policy statement by SECNAV and CNO emphasizing history’s usefulness and importance to the service.
 - Increased emphasis on naval history in Navy education and training, particularly professional reading lists endorsed by the Navy leadership.
 - The need for detailed and explicit Navy-wide requirements for programmatic and operational historical records retention, with special emphasis on creating procedures for electronic records storage.

- Creation of historian billets on the Fleet CINC staffs to preserve records and write staff history.
- Increased visibility for Director of Naval History on the OPNAV staff through direct reporting to VCNO rather than through Director Navy Staff.
- The 2000 HAI report emphasized these points:
 - Creation of a flag (three star--but as a collateral duty) Chief of Navy History and Heritage.
 - Development of a Chief of Navy History and Heritage Master Plan for Navy History and Heritage.
 - Functional reorganization of the Naval Historical Center (NHC) to create Basic and Applied History centers to improve outreach to public and the fleet.
 - Improved use of history by and cooperation between Navy education and training institutions (CNET, NWC, USNA, NROTC, NHC).
 - Navy leadership endorsed charter for a consortium of naval history stakeholders to include non-governmental organizations to garner support for the cause of history in the Navy.
 - Appointment of a top-level Navy-wide Task Group (with participation by DON CIO) to improve Navy preservation and use of historical electronic records.
 - A series of public initiatives to enhance history use and preservation in the service.
 - Enhance professional standards at Navy Museums, in part by recasting SECNAV Instruction 5755.1.
 - Improve command histories by rewriting guidelines and establishing a recognition system.
 - Hire command historians at CINCLANTFLT, CINCPACFLT and CINCUSNAVEUR.
- The “Vision for Naval History” approved by the Secretary of the Navy in 2000 reads:
 - “Our appreciation of our history honors our past, informs our present and guides our future. The Navy will record and archive decisions and actions to ensure the broadest access to this rich historical resource. We will preserve and display Navy art, artifacts and memorabilia, and record the history of those whose actions, decisions and experiences define historical events. We will teach our history and heritage to all Sailors, midshipmen and civilians so as to reinforce a professional culture that reflects the values and standards of the heroic men and women who have gone before us. We will collaborate among all Departmental historical activities, and reach out to all those entities and individuals, public and private, with an interest in the history of our nation’s Navy.”
- The state of historical records retention in the Navy remains in a perilous state:
 - A recently completed eight-month special project on Submarine Force Cold War operational records from 1950-1990 reveals that the collection of records is incomplete (6% missing), and that which is available is only saved in a single microfiche collection still used for operational reference. One sixth of the microfiche have portions that are unreadable.

- The documentary record of US naval intelligence in the Cold War no longer exists in any meaningful form, with essentially all systemic critical records having been destroyed in the last decade.
 - No processes exist for permanent historical archiving of any OPNAV, CINC or fleet electronic records.
 - Due to the rise in use of electronic communications and other factors, the annual volume of CNO immediate office records retired to the NHC's operational archives declined by 75% between 1981 and 1990 (from 148 to 32 cubic feet). They declined by an additional 50% between 1991 and 1999 (from 36.5 to 17 cubic feet).
 - No formal provision has yet been made to save the records of deploying battle groups and amphibious ready groups. Not even the post-deployment briefs are routinely sent to the NHC's archives. Only in 2000 were efforts begun by individuals at the Navy Command Center to transfer ten years of paper copies post-deployment briefs to the NHC's archives. The Navy Command Center only recently began permitting the NHC to electronically download more recent briefs that were no longer available in paper form. In the conflict before us, we must insure that the NHC continues to retain access to the records of combat operations.
 - Other than Power Point briefs, no records of deployment or combat operations exist as the former practice of preparing Action Reports and War Diaries ended decades ago. During World War II, Korea and Vietnam, those action reports and war diaries permitted the creation of major battle experience "lessons-learned" analyses that assisted US naval warriors in adjusting to changing combat conditions.
- The Naval Historical Center has undertaken a number of initiatives to improve the linkages between the NHC and the Fleet. These initiatives deserve strong and active support from the Navy leadership.
 - The Director of Naval History has proactively moved to provide reserve officers and civilian historians to collect information and artifacts relating to the developing naval actions in Operation NOBLE EAGLE following the attacks on the United States on 11 September 2001. Further, he has moved to have the NHC serve as executive agent for Office of the Secretary of Defense in preparing the joint account of the defense response to the attack on the Pentagon.
 - The Director of Naval History has prepared a Draft SECNAV Instruction on Navy Historical Programs to establish policy on use and preservation of history by the Fleet and the Shore Establishment. A draft Naval History Programs Manual, modeled in part on the Marine Corps Historical Programs Manual, that will provide detailed guidance on historical records preservation and preparation of command histories and lesson-learned analyses is in preparation.
 - "Top Five Priorities" as outlined in the Director of Naval History's 5 May 2001 Point Paper represent an excellent starting point for addressing an improved future for history in the Navy. These are:
 - Development of a master plan for Navy History to foster greater collaboration and collective understanding among numerous naval

institutions and activities that educate, train, and motivate our sailors and inform the public.

- An initiative to insure close and sustained interaction between the CNET and NHC in the employment of naval history and heritage, with the NHC participating in curriculum development and instructor support for Recruit, NROTC, OCS, Leadership Continuum, and GMT programs, plus providing multi-media products, videos, history spots and online tours and information for CNET distribution. This includes efforts to link closely with CNET in the CNO high priority efforts to achieve a Revolution in Training and the recently established Project Excel.
- Continuing work on the Southeast Federal Center Proposal to create a new state of the art Naval Heritage Center on 5 acres of the Southeast Federal Center by private developers in partnership with the GSA. Built at no cost to the DON in exchange for the right to privately develop the remaining 45 acres of land, the combination of improved accessibility, greater visibility, and modern facilities is expected to increase the NHC's historic tourist traffic from 400,000 at the Navy Yard to well over one million annually at SEFC. Initiative also allows for reuse of eight buildings at WNY for sorely needed administrative space in the capitol region.
- NHC public affairs outreach efforts to educate and inspire the American public, including a robust online website with the largest collection of images and information on naval history in the world, ongoing commemoration of the Korean War, reopening of a newly improved Navy Museum and plans for a Cold War museum, and USS Constitution' traveling exhibit "Old Ironsides Across the Nation" and new public affairs initiatives to the national media.
- Collection Management Initiatives to improve conservation of artifacts and documents in NHC's care, including establishment of additional storage for artifacts at the center's major warehouse facility in Yorktown, VA, halting continued deterioration of historical publications and documents due to inadequate facilities at WNY, and establishing a program to capture the Navy's vast and continually increasing historical electronic records.

4. **Conclusions/Recommendation:**

- The Navy collectively takes little responsibility for its own history. Instead, that history is "someone else's problem." Usually that someone else is the Naval Historical Center. The NHC, with a total annual budget of less than \$7 million (plus \$3 million for USS CONSTITUTION in Boston), does more across a greater span of responsibility than any other service history organization. The Center cannot accomplish its mission, despite its hard work and laudable top five priorities without increased policy and programmatic support from the Navy leadership.
- All necessary outside assessments have been provided and each has concluded that history in the Navy needs not just internal improvement but additional policy and programmatic assistance. The various report recommendations outlined above would, if

implemented completely or in part, strengthen the preservation, production, dissemination and use of history in the service. In the current budget and operational readiness environment, history is not a high priority.

- **The Bottom Line:** The issue is not resources. It is engagement. The Navy leadership needs to decide what it wants from its history. Until the service's senior civilian and uniformed leadership seriously consider what roles they desire history to play in educating its leaders, defining its character, informing its strategy, tactics, technology and operations, and shaping the service's image, history in the service will continue to be in jeopardy, and a good part of the Navy's present and recent past it will be irretrievably lost.

Enclosure 2

Dr. D.A. Rosenberg, 202-685-3656
SECNAV History Advisory Subcomte
December 2001

DRAFT

SECNAVINST
N09BH

SECNAV INSTRUCTION

From: Secretary of the Navy
To: Office of the Secretary of the Navy
Chief of Naval Operations
Director, Navy Staff
Department of the Navy Chief Information Officer
Chief of Information
Commander in Chief, U.S. Atlantic Fleet/Commander, Fleet Forces Command
Commander in Chief, U.S. Pacific Fleet
Commander in Chief, U.S. Naval Forces Europe
Chief of Naval Education and Training
Director of Naval History

Subj: NAVY HISTORICAL PROGRAMS

Ref: (a) SECNAVINST 4000.35A Cultural Resources Program
(b) SECNAVINST 5030.2D Naming Streets, Facilities, and Areas after Persons
(c) SECNAVINST 5031.1A Ship Naming, Christenings, and Commissionings
(d) SECNAVINST 5070.2C Management of Naval Library and Information Services
(e) SECNAVINST 5210.8C DON Records Management Program
(f) SECNAVINST 5210.15A Vital Records Program
(g) SECNAVINST 5211.5D DON Privacy Act Program
(h) SECNAVINST 5212.5D Navy and Marine Corps Records Disposition Manual
(i) SECNAVINST 5700.15 Navy Art Program
(j) SECNAVINST 5720.42F DON Freedom of Information Program
(k) SECNAVINST 5755.1A Navy Museums
(l) SECNAVINST 5755.2A Navy Museum Exchanges
(m) OPNAVINST 4770.5 (Series) Inactivation of Ships and Craft
(n) OPNAVINST 5030.4E Naval Aviation Squadron Lineage and Naval Aviation Command Insignia
(o) OPNAVINST 5513.1E Security Classification Guides
(p) OPNAVINST 5750.4C Navy Historical Programs
(q) OPNAVINST 5750.10J National Museum of Naval Aviation

- (r) OPNAVINST 5750.12G Command Histories
- (s) OPNAVINST 5750.13 Historical Properties of the Navy
- (t) OPNAVINST 5750.14B Naval Undersea Museum
- (u) OPNAVINST 5754.1B Loan of Navy Art

1. Purpose. To establish policy for the development and use of historical lessons learned and historical resources to support and inform Navy operations, plans and programs.
2. Scope. This instruction establishes responsibilities for the creation, preservation and use of historical resources by all Navy operational commands and the shore establishment. It also sets standards for the operation of Navy historical programs and projects and complements references (a) through (u).
3. Background. Navy history represents the foundation upon which the present and the future of the Navy rests, and encompasses the cumulative experience of the U.S. Navy. Historical information and lessons learned are essential for current planning, operations, analysis, and administration. Knowledge of the Navy's history serves as a foundation for the Navy Core Values of Honor, Courage and Commitment and supports the professional development, morale, and pride of service of Sailors. Dissemination of historical information enlightens the American people about the role of the Navy in the overall history of the nation.
4. Discussion.
 - a. The use of naval history is critical to the effectiveness of Navy planning, operations, recruiting, retention and acquisition. The Navy has over two hundred and twenty five years of history and tradition upon which to draw. It is imperative that the Navy as an institution understands its history as we go about our daily business.
 - b. The preservation and use of history in the United States Navy are the responsibility of each organization and all personnel in the service. As such, all officers, enlisted and civilian personnel will insure that vital records and artifacts are collected and preserved, and will strive to make understanding of past activities of their command and the Navy at large an integral part of their training and educational activities.
 - c. The Director of Naval History (N09BH) supports the fleet in the use of naval history, under the direction of the Director, Navy Staff, for the Chief of Naval Operations. The Director of Naval History develops Navy policy on historical matters and oversees Navy historical, archival, museum, curatorial, art, and underwater archaeological programs.
 - d. The Navy's central historical office is the Naval Historical Center, which includes the Navy Department Library and The United States Navy Museum, in Washington, D.C. In addition, other commands and offices are authorized and encouraged to establish historical offices or projects in order to meet their specific needs.
5. Responsibilities.

- a. Office of the Secretary of the Navy.
 - (1) Assistant for Administration, Office of the Undersecretary of the Navy. In coordination with the Director of Naval History, develop and implement policy and procedures to ensure that a permanent record is preserved of historically significant actions and decisions taken in the secretariat.
 - (2) Federal Preservation Officer. Coordinate as appropriate with the Director of Naval History to preserve historical information collected as part of cultural resources compliance, and to incorporate Navy cultural resources into the overall Navy program for interpreting and disseminating naval historical information.

- b. Office of the Chief of Naval Operations.
 - (1) The Director, Navy Staff shall implement this instruction and administer the Navy's historical programs as reflected in references (a) through (u).
 - (2) The Director, Navy Staff shall ensure that Navy organizations that produce, collect, analyze, or disseminate historically significant information implement appropriate procedures to preserve such information, especially that relating to lessons-learned from Navy exercises and combat operations.
 - (3) The Director of Naval History shall develop and implement policy and procedures to ensure that a permanent record is preserved of historically significant actions and decisions taken by the OPNAV staff.

- c. Chief Information Officer. In coordination with the Director of Naval History, develop policies and procedures for the identification and preservation of historically significant operational and administrative electronic information.

- d. Chief of Information.
 - (1) In cooperation with the Director of Naval History, develop and implement a strategy to incorporate naval heritage and history as appropriate in internal and external media products.
 - (2) In cooperation with the Director of Naval History, develop policy and procedures to identify historically significant materials (for example, images) prepared or collected by CHINFO activities for preservation. This instruction does not supersede DOD direction on collection and preservation of CHINFO materials.

- e. Navy Operational Commands and the Shore Establishment are responsible for inculcating an appreciation and understanding of naval history in their commands and are the key institutions that make our history alive, meaningful and relevant to the daily work of our Navy. As such, they are responsible for insuring that historical records (to include electronic records and other forms of media) concerning their organizations, equipment, personnel and operations is collected and preserved. They are further responsible for insuring that command histories are prepared that explain their organization's operations, procedures, challenges and achievements. To fulfill these responsibilities, commands will:

- (1) Encourage use of historical lessons in plans and operations and further develop historical awareness within their commands through the use of publications, training programs and community outreach.
 - (2) Assure that reliable history of their commands, and related historical records and artifacts, including electronic records and information, are maintained and preserved.
 - (3) Submit required annual command histories and historical documentation in accordance with reference (r) and the OPNAV Historical Manual.
 - (4) Provide support to historical documentation teams deployed to their commands.
- f. Chief of Naval Education and Training:
- (1) Shall be responsible for insuring that Navy educational institutions, including the Naval Academy, Reserve Officer Training Corps Units, Officers' Candidate School, the Naval Postgraduate School, and the Naval War College, and training institutions make best appropriate use of Navy history information and resources in their respective curricula, and develop an active partnership with the Naval Historical Center on how to best use historical lessons-learned to educate officers, enlisted and civilians
- g. Director of Naval History under the auspices of the Director, Navy Staff, assists the operational commands and the shore establishment in inculcating an understanding and appreciation of naval history throughout their commands and is responsible, as detailed in references (a) through (u), for the following aspects of the Navy's overall historical program:
- (1) Direction, administration, and support of the Naval Historical Center and for the preservation, interpretation, and dissemination of information on the Navy's history and heritage.
 - (2) Direction, administration, and management of the NHC Detachment Boston (USS *Constitution* Maintenance and Repair Facility) and administrative support of USS *Constitution*.
 - (3) Advice and assistance to other Navy commands that are planning or undertaking historical, archival, museum, curatorial, art, and underwater archaeological programs and projects.
 - (4) Identification of the Navy's requirements for research and publications in naval history and for the collection and preservation of significant historical records.
 - (5) Promotion of the Navy's historical, archival, museum, library, curatorial, art, and underwater archaeological programs and projects by organizing professional gatherings, and by maintaining a central source of information on relevant activities.
 - (6) Publication of *Naval Aviation News Magazine*.
 - (7) Provision of overall policy guidance to Commander Naval Sea Systems Command, Commanding Officer Naval Surface Warfare Command, and Curator of Ship Models with regard to the Navy's Ship Model Program.
 - (8) Deployment of historical documentation teams to fleet units and other Navy commands to collect historical records and information on significant Navy operations and activities.

- (9) Program sponsorship and technical management of the Selected Reservists assigned to the Naval Historical Center.
 - (10) Sponsorship of the Secretary of the Navy's Advisory Subcommittee on Naval History.
- h. Director, Naval Historical Center shall ensure that operational, training and educational commands have direct and continuing access to historical resources and advice. In particular, the director will implement the following measures to provide history and heritage support for the fleet:
- (1) Provide frequent up-dates of the Center's web site with historical data relating the Navy's history to current events.
 - (2) Maintain as a collateral duty a Public Affairs Officer billet at NHC to assist fleet public affairs officers and to promote outreach for naval history and heritage.
 - (3) Assist commands in obtaining copies of naval history videos such as "Our Navy's Story" that can be used in General Military Training.
 - (4) Assist ship and squadron personnel in putting together their units' annual historical reports so that their activities will become a permanent detailed part of the Navy's historical record.
 - (5) Provide CD versions of naval historical publications for easy access by enlisted and officer personnel.
 - (6) Maintain as a collateral duty a CNET Liaison Officer at NHC who will be primarily responsible for working closely with CNET to improve the history and heritage content of the Navy's training courses for JNROTC, NROTC, and the Leadership Continuum.
 - (7) Work with the Navy Media Center to script and film naval heritage related videos for use by Navy and Marine Corps News and other Navy Public Affairs outlets.

6. Action.

- a. Addressees will strive to establish programs and develop innovative ways to expand awareness of Navy history and traditions in support of command missions.
- b. Addressees will ensure wide dissemination of information explaining the purpose and importance of Navy historical programs in support of operations, plans, recruitment, retention and acquisition.
- c. Addressees will inform the Director of Naval History of major historical, archival, museum, curatorial, art, and underwater archaeological activities and projects under their purview.

GORDON R. ENGLAND
Secretary of the Navy

Program of Action and Milestones

- By 15 Jan 2002, Director of Naval History through Director, Navy Staff, shall present to Navy Requirements Oversight Council (NROC) for approval a statement of the operational requirements (including funding, manpower and reserve mobilization needs) for collecting and preparing the Navy's official history of its part in the War on Terrorism. This official history shall consist of both an all-source, all-classification executive-level study with appropriate lessons-learned for use by the navy Senior Leadership, and a general history of the Navy's role in the War. This statement of requirements shall consider Naval Historical Center (NHC) capabilities and those of its reserve unit, as well as possible contractor support. NHC shall develop supplemental funding and targeted manpower plus-up options to permit full or at least full implementation.
- By 15 Jan 2002, Director, Navy Staff in conjunction with Director of Naval Intelligence shall authorize security accesses for appropriately cleared (SSBI for TOP SECRET information) and specifically designated NHC leadership, staff historians and archivists, and proposed fleet CINC historians to facilitate intelligence and sensitive operational history and records retention. Begin process to certify Sensitive Compartmented Information Facility (SCIF) at Naval Historical Center or identify alternate SCIF location in National Capital Region to preserve sensitive Navy records.
- By 15 Jan 2002, Chief Information Officer in conjunction with Director, Navy Staff, and Director of Naval History, shall establish a Department of the Navy Electronic Records Retention Working Group, with first priority being given to developing records retention policies and facilities for critical electronic Navy records of the War on Terrorism.
- By 1 Feb 2002, Director, Navy Staff shall arrange for funding of CINCLANTFLT and CINCUSNAVEUR staff billets to create GS-12 staff historian positions equivalent to the one recently authorized on the CINCPACFLT staff. Hiring of historians to be completed no later than 1 July 2002.
- By 1 Mar 2002, Director of Naval History shall complete OPNAV Navy Historical Program Manual modeled on the USMC manual for review and approval by Director, Navy Staff to be passed on for implementation to addressees of this instruction.
- By 1 Apr 2002: Director of Naval History in concert with Director, Navy Staff shall complete a Navy History Master Plan to include an Outreach Plan for linking Naval History with the Fleet and Shore Establishment together with requisite travel and funding requirements.

- By 1 May 2002, Director of Naval History in concert with Director, Navy Staff shall initiate an annual meeting of "stakeholders" (Navy commands, including but not limited to USNA, NWC, NPGS, CNET and the fleets) and "supporters" (external groups including but not limited to Naval Historical Foundation, Navy Memorial, Naval Order, ANA, SNA, NHA, Tailhook, Submarine League).
- Between Dec 2001 and June 2002, Senior Navy leadership (SecNav, UnderSecNav, CNO, Vice CNO, Director, Navy Staff, Deputy CNOs) will be encouraged to visit Naval Historical Center to ascertain first hand NHC efforts in preserving history in general and the history of the War on Terrorism in particular.
- By 1 Jun 2002, CNO Executive Board Approve Navy History Master Plan and Naval History Outreach Plan for implementation.
- Summer 2002: Director, Navy Staff, in conjunction with Superintendent, U.S. Naval Academy and Chief of the Bureau of Naval Personnel begin process of arranging for warfare-qualified officer permanent history professors at the USNA to be assigned to a temporary or regular duty tour at NHC.
- Summer 2002: Navy leadership to establish a working group of Navy Staff, NHC and Naval District Washington representatives to develop long-term improvement plans for existing NHC plant if planning for proposed South East Federal Center falls through.

DAVID ALAN ROSENBERG, Ph.D.

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2794 FORT SCOTT DRIVE
ARLINGTON, VA 22202-2350

25 May 2004

The Honorable Gordon R. England
Secretary of the Navy
1000 Navy Pentagon
Washington, DC 20350-1000

Dear Mr. Secretary:

The Secretary of the Navy's Advisory Subcommittee on Naval History held its annual meeting at the Naval Historical Center on 29-30 April 2004. Nine of eleven Subcommittee members were able to attend.

Normally, the Subcommittee provides you with a full report some months after the annual meeting and will do so again this year, but the Subcommittee was so concerned with two issues related to the state of history in the United States Navy that it felt that an interim report and immediate action are needed.

Our first issue concerns the continuing lack of emphasis that the Navy places on the collection, preservation, and use of its history to educate the service and the public about the role and utility of sea power and Sailors. We are pleased with the Naval Historical Center's effort to produce a Master Plan for Naval History that we hope the Chief of Naval Operations will approve and implement soon, but we are deeply concerned that the Navy as an institution has ignored the 2002 Instruction on Navy Historical Programs that declares "the preservation and use of history in the United States Navy are the responsibility of each organization and all personnel in the service." To rectify this, your Subcommittee has prepared a brief message that we urge you and the Chief of Naval Operations to send out jointly, drawing attention to these responsibilities.

Our second concern is that the Navy is daily losing the current record of its policy, programs and operations through lack of an approved policy and program to insure preservation of electronic records, and it is also at risk of losing the irreplaceable collections of books, records and artifacts because of declining support for facilities, such as the Naval Historical Center to house and use them. We were greatly disturbed to learn that the NHC cannot effectively collect electronic records itself because it lacks the necessary access to the current Navy main communications network, the SIPRNET. We urge you to immediately equip the NHC so it can collect the key electronic classified documentation available on line. In addition, we most strongly recommend that you immediately assess the state of the existing facilities where the Navy's invaluable history and heritage is currently stored and act to ensure the preservation of those assets.

These points of concern are presented unanimously by both long-serving and new members of your Subcommittee.

We respectfully request to meet with you at your convenience to discuss these concerns.

With best wishes,

Sincerely and Very Respectfully,

David A. Rosenberg
Chair

Members: Rear Admiral Thomas A. Brooks, USN (Ret.)
Vice Admiral George W. Emery, USN (Ret.)
Rear Admiral Mack C. Gaston, USN (Ret.)
Professor John B. Hattendorf, Vice Chair
Rear Admiral John T. Kavenaugh, SC, USN (Ret.)
Rear Admiral John M. Kersh, USN (Ret.)
Mr. Burt Logan
Dr. James R. Reckner
Dr. William N. Still, Jr.
Dr. Virginia S. Wood

cc: Chief of Naval Operations
Director, Navy Staff

Enclosure

ENCLOSURE

CNO WASHINGTON DC

NAVADMIN

MSGID/GENADMIN/CNO WASHINGTON DC/5750//

SUBJ/HISTORY IN THE US NAVY//

REF/A/DOC/OPNAVINST 5750.4D/23AUG2002//

NARR/REF A DEFINES POLICY ON NAVY HISTORICAL PROGRAMS.

RMKS/1. AS STATED IN CNO GUIDANCE 2004, THE U.S. NAVY HAS AN UNMATCHED HISTORY OF SUCCESS. WE MUST BE INFORMED BY AND TAKE ENDLESS PRIDE IN THAT HISTORY.

2. AS REQUIRED BY REF A, THE PRESERVATION AND USE OF HISTORY IN THE UNITED STATES NAVY ARE THE RESPONSIBILITY OF EACH ORGANIZATION AND ALL PERSONNEL IN THE SERVICE. AS SUCH, ALL OFFICERS, ENLISTED AND CIVILIAN PERSONNEL WILL INSURE THAT VITAL RECORDS AND ARTIFACTS ARE COLLECTED AND PRESERVED, AND WILL STRIVE TO MAKE UNDERSTANDING OF PAST ACTIVITIES OF THEIR COMMAND AND THE NAVY AT LARGE AN INTEGRAL PART OF THEIR TRAINING AND EDUCATIONAL ACTIVITIES.

3. THE NAVAL HISTORICAL CENTER EXISTS AS THE CENTRAL RESOURCE FOR COMMANDERS TO SUPPORT YOUR EFFORTS IN THIS AREA. ITS WEBSITE AT WWW.HISTORY.NAVY.MIL CONTAINS ALL CURRENT INSTRUCTIONS AND DIRECTIVES TO GUIDE YOU IN IMPLEMENTING REF A.

4. PRESERVING OUR STORY FOR POSTERITY REPRESENTS THE ULTIMATE RETURN ON THE INVESTMENT THE AMERICAN PEOPLE HAVE MADE IN OUR NAVY. IF NAVY PERSONNEL DO NOT MAKE THE EFFORT TODAY TO ENSURE THAT OUR HISTORY IS SAVED, FUTURE GENERATIONS OF SAILORS WILL BE DEPRIVED OF A VALUABLE TOOL TO GUIDE THEIR EFFORTS, AND THE AMERICAN PEOPLE WILL NEVER KNOW WHAT WE HAVE DONE IN THEIR NAME.

5. SECRETARY OF THE NAVY GORDON ENGLAND AND ADMIRAL VERN CLARK SEND.///

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2794 FORT SCOTT DRIVE
ARLINGTON, VA 22202-2350

30 December 2005

The Honorable Donald C. Winter
Secretary of the Navy
1000 Navy Pentagon
Washington, DC 20350-1000

Dear Mr. Secretary:

The Secretary of the Navy's Advisory Subcommittee on Naval History (SNAS) met at the Naval Historical Center on 29-30 September 2005. We had a most useful meeting including detailed briefings on naval historical programs and tours of Naval Historical Center facilities, and an engaging and productive lunch with the Under Secretary of the Navy, Dionel Aviles.

The full report of the sub-committee for 2005 is enclosed.

As of 1 January 2006, I will complete ten years as a member and chair of the SNAS and will depart the subcommittee. The new chair will be Professor John B. Hattendorf, Ernest J. King Professor of Maritime History at the U.S. Naval War College. I have been honored to serve, and remain committed to the cause of improving the collection, preservation and use of history in our great Navy.

With best wishes,

Sincerely and Very Respectfully,

David A. Rosenberg
Chair

Members: Rear Admiral Thomas A. Brooks, USN (Ret.)
Vice Admiral George W. Emery, USN (Ret.)
Rear Admiral Mack C. Gaston, USN (Ret.)
Professor John B. Hattendorf, Vice Chair
Ms. Christine Hughes
Rear Admiral John T. Kavanaugh, SC, USN (Ret.)
Hon. Susan M. Livingstone
Mr. Burt Logan
Dr. Michael A. Palmer
Dr. James R. Reckner
Dr. William L. Stearman
Dr. Virginia S. Wood

cc: Chief of Naval Operations
Director, Navy Staff

Enclosure

Report of the Secretary of the Navy's Advisory Subcommittee on Naval History for 2005

The Secretary of the Navy's Advisory Subcommittee on Naval History (SNAS) met at the Naval Historical Center on 29-30 September 2005. Ten of the committee's thirteen members were present for the meeting.

New Leadership and Support for Naval History

The SNAS applauds the appointment of Rear Admiral Paul Tobin, USN (ret.) as the new Director of Naval History. Admiral Tobin has rapidly initiated changes and improvements in the management of both naval history and the Naval Historical Center (NHC). We are gratified that Admiral Tobin's assessment of the state of naval history and the Center is in agreement with across-the-board findings and recommendations in 2000 of the SNAS-inspired History Associates Incorporated report and the concerns documented by the SNAS since the late 1990s. Further, we are very pleased to see the message sent by the new Chief of Naval Operations, Admiral Mike Mullen, to the fleet announcing Admiral Tobin's appointment on 16 August 2005 in NAVADMIN 201-05. The CNO's strongly worded opening passage endorsing the critical role that history and the NHC play in our Navy was a major shot in the arm for all things historical in the naval service:

PRESERVING OUR NAVAL HISTORY IS AN IMPORTANT ENDEAVOR. NOT ONLY DOES PRESERVING OUR HISTORY ENABLE US TO LOOK BACK PROUDLY ON OUR BEGINNINGS AS A SERVICE, BUT IT CAN PROVIDE IMPORTANT LESSONS FOR ALL OF US, INFORMING DECISIONS AS WE PLAN AND EXECUTE OUR PROGRAMS INTO THE FUTURE. THE NAVAL HISTORICAL CENTER, UNDER THE LEADERSHIP OF THE DIRECTOR OF NAVAL HISTORY (DNH), IS CHARGED WITH COLLECTING, PRESERVING, INTERPRETING, AND COMMUNICATING OUR NAVY'S HISTORY AND RICH HERITAGE TO OUR SAILORS AND THE AMERICAN PUBLIC.

We are also pleased to note that Admiral Mullen's words echo those of the draft NAVADMIN that the SNAS prepared as an appendix to its 2004 report to Secretary England.

Promising Initiatives at the Naval Historical Center

The SNAS also applauds the decision to realign and consolidate under the Naval Historical Center the curatorial, display, and historical documentation efforts of the twelve official Navy Museums. The first steps toward consolidation include efforts to achieve smooth transfer of personnel, renegotiate memoranda of understanding, rewrite the SECNAV instruction on Navy museums, and identify potential opportunities and corporate efficiencies. All of these are under the theme "think globally, act locally," and appear most promising.

Admiral Tobin's short-term and long-term approaches to the many problems confronting naval history in our Navy in general, and the Naval Historical Center in particular, have already yielded important results. SIPRNET connectivity has finally been achieved at the Warfare Division of the NHC, after years of effort by both the NHC and the SNAS. Additional SIPRNET connectivity, which is critically important to ensuring preservation of current electronic documentation on Navy operational and administrative history, will soon be established at the Operational Archives. Further, Admiral Tobin's staff reorganization of the NHC appears to be bringing about important efficiencies as well as ensuring strong leadership in both the new History and Archives Division and the newly created and consolidated Navy Museums Division.

In addition, Admiral Tobin's wide range of contacts at all levels of the service and his energetic, entrepreneurial approach has brought previously unseen dividends to the NHC. These include adding three active duty naval officers to the staff on a temporary duty basis, making improvements to the appearance and condition of NHC buildings, and having a clear and determined focus on achieving measurable improvements as rapidly as possible. It is refreshing that he is considering reaching out to the corporate sector to supplement Navy budgets. Most important, he has brought the state of the NHC and history in the Navy to the personal attention of a wide range of Navy leaders including the new Director of the Navy Staff, the new Chief of Naval Operations and yourself.

Significant Challenges Confront History in the Navy

The short term and long term challenges to collecting, preserving and chronicling history in our Navy remain daunting. The state of the NHC's aging plant and facilities is a significant cause for concern. As Admiral Tobin has pointed out, the physical environment where our Navy's historians, archivists, curators, librarians and historical administrators work is unhealthy and this problem needs to be addressed as soon as possible. Deterioration of many of the Navy's storage facilities is exposing some of its most valuable historical collections to environmental damage. These include the art collection, valued at more than \$220 million, the Navy Department Library's irreplaceable rare books and unique general collection, and the NHC's vital Operational Archives.

The NHC staffing situation is a major cause for concern as well. Most branches, but particularly the Operational Archives, Navy Department Library, and the Curator Branch are short of the minimum personnel necessary to accomplish their mission. In order to meet cataloging demands, the Operational Archives closes its doors four months each year to allow the six-person staff to focus on basic servicing of the collection. The current staff allocation is half what it was a decade ago despite increased responsibilities, and staff levels are far lower than at comparable archives. For example, SNAS member Dr. James Reckner reported that there are nearly three dozen archivists staffing his similarly sized Vietnam Archive at Texas Tech University. The NHC Curator Branch is 5-10 years behind schedule in cataloging artifacts, a result of staff cuts and Base Realignment and Closings since the end of the Cold War. While 85 percent of the Center's budget is allocated to personnel salaries, it is clear that the NHC needs an infusion of additional funding for personnel merely to hold the line and carry out its current missions.

The long-term future of history in our Navy also needs continuing attention. Actions need to be taken to end the deterioration of the Naval Historical Center's facilities, preserve current operational and administrative electronic records, ensure the digitization and accessibility of the vast resources currently held by the Center on paper and microform, and determine the future scope and location of the United States Navy Museum. Admiral Tobin has enunciated certain tentative long-term goals in these areas and has given every indication that he is continually keeping these issues and goals in view.

One important development related to the NHC's long-term future is the initiative recently announced by former Chief of Naval Operations Admiral James L. Holloway, III, Chairman of the Board of the Naval Historical Foundation, to lead a \$10 million fund-raising campaign for the Cold War Museum that will be located in Building 70 at the Washington Navy Yard. This effort shows every promise of success based on the Foundation's careful preparations, Admiral Holloway's past success as a fund raiser for the U.S. Naval Academy Foundation, and the strong

endorsement the Chief of Naval Operations has given to the fundraising effort. It has publicly signaled that history in the United States Navy is important and deserving of support from all constituencies within and outside the service.

Secretary of the Navy Advisory Subcommittee Plans for 2006

Admiral Tobin asked your Advisory Subcommittee to give him "a little more time" to get his feet on the ground and settle on a full and detailed program of initiatives before evaluating the Center's short and long-term plans. Given all that he has accomplished in the short time that he has been on board, we feel that Admiral Tobin will make good use of that time and will come to the SNAS for advice and assistance over the coming year.

Your Advisory Subcommittee does not plan to be idle during this time. Washington area members expect to visit the Center regularly, meet with the Director, and look to developing specific concepts and recommendations that would help facilitate the many initiatives now underway. The SNAS, with assistance from the NHC as needed, will look at developing a comparative database on the various standards (budget, personnel, facilities, publication, museum displays, outreach, etc.) by which the other United States armed services run their own historical programs. While we do not believe that the Navy needs to imitate any other organization in developing its historical program, we do believe such a compilation will bring dividends in providing ground truth on how the Navy's efforts compare with others, and help make the case for improvement through a wide range of innovations such those begun by Admiral Tobin.

In sum, Mr. Secretary, your Subcommittee is more encouraged than we have been in a decade at the prospects for significant improvement in history in our Navy. We respectfully but earnestly request that as you begin your duties leading our great Navy that you will keep naval history and the Naval Historical Center in your sights, and where possible make their betterment a priority in this constrained wartime budgetary climate.

HISTORY AND HERITAGE IN THE U.S. NAVY

October 16, 2000



HISTORY ASSOCIATES INCORPORATED

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HISTORY AND HERITAGE IN THE U.S. NAVY

EXECUTIVE SUMMARY

Over the past quarter century, history in the U.S. Navy has become isolated, undervalued, and unappreciated. If this situation continues, the rich tradition and extraordinary potential of intelligently employed naval history will be squandered and the anchor of the Navy's usable past will be lost.

The current state of history and heritage in the Navy was not the result of a conscious policy decision but the product of generational change and drift. From 1941 until the end of the Cold War, the Navy considered itself a front-line force, given to action more than contemplation. The great commanders of World War II, trained in the inter-war period, understood and valued the promptings of the past. However, as the Navy moved beyond the World War II experience, history received less attention. Over the same period, the historians in the Navy did not fully appreciate what had occurred and did not adapt to the change. In retrospect, neither group comprehended what was unfolding and drifted apart. One unintended victim of this trend was the Navy's institutional memory.

Since the end of the Cold War, the Navy has lost its front-line engagement with a single main adversary and changed its focus to a wider range of varied conflicts and responsibilities. It can be argued that as new technology began to play a larger role in formulating naval policies, the Navy did not see the lessons of the past as having relevance to decision making, education and training, and other internal uses. Throughout, its leadership remained focused on operations. Unconsciously, the value and use of history gradually dropped from the radar screens of active duty officers and enlisted personnel. Yet, as Congressman Ike Skelton emphasized recently in the *Naval War College Review*, in time of peace, warriors must learn the art of war from history since they will not have direct experience. While pockets of high quality historical activity remained, primarily at the Naval Historical Center, U.S. Naval Academy, and Naval War College, and in educational programs for enlisted trainees, these activities were increasingly

isolated from daily operations. Special interest groups, not-for-profit associations or non-governmental organizations, run by retired naval personnel have moved to fill the demand for public presentations of naval history and traditions by establishing exhibitions on retired ships and in scattered specialized museums throughout the country.

The result of two decades of isolation is the history and tradition that has survived in the Navy is harbored in two distinct areas. The first can be called Basic History, which is defined as the more traditional academic approach to the past, of capturing and preserving the documentary record by archivists and of analyzing, writing, and teaching the lessons of history by professional historians. Basic History has been the strength of the Naval Historical Center, the Naval Academy, and the Naval War College. The second, Applied History, is defined as the direct application of history to meet current and anticipated requirements of policy makers, Congress, the fleets, CNET, CHINFO, and the public. The Applied History function is now scattered among the Center for Naval Analysis, the Naval Historical Center, the U.S. Navy Museum, and many of the non-governmental organizations and museums.

The current state of history in the Navy lacks a common focus and direction and suffers from a failure of communication among those who collect, present, teach, and require historical information and products. Without a clear service-wide mission, history in the Navy has itself become an artifact, delivering traditional products for use in a Navy seeking other types of information. Several years ago a former master chief petty officer of the Navy wrote that "what we fail to value collectively fades and ultimately disappears. We cannot lose touch with our past. Too much is at stake." The authors of this report could not agree more. We believe that the following recommendations can effect a cultural change in the Navy and bring direction, purpose, and efficiency to documenting, preserving, and presenting the past and, in the process, restore the value of history and heritage for the operational and professional benefit of the entire Navy.

RECOMMENDATIONS

- Reestablish and appoint a Vice Admiral to the position of Chief of Naval History and Heritage to ensure that the needs for Basic History and Applied History both within and outside the Navy are addressed effectively. Ownership of all the Navy's history programs, including budgetary review and execution, should reside with this officer. Two possible scenarios might assign this responsibility to the Superintendent of the U.S. Naval Academy, or to the President of the Naval War College.
- Develop a consortium of stakeholders in Navy history, including non-governmental organizations, chartered to advocate and advance the mission of history in the Navy and to focus support for the effort. This consortium will act in support of the Chief of Naval History and Heritage. A second meeting of the group that was convened on May 3, 2000, and additional stakeholders would serve as a kick-off for this consortium.
- Appoint a Task Group to review and make recommendations to improve the Navy's management, preservation, and retrieval of records, including electronic media.
- Review and recast SECNAV Instruction 5755.1 to ensure that a sense of professionalism and adherence to standards is established in the Navy's museums. The museums operate without any central coordination or control; a revised instruction can remedy the condition and provide the Chief of Naval History and Heritage authority to ensure professional standards.
- Institute several low-cost, high-profile actions that will enhance the place of history in the Navy: (1) establish an award system for the best command histories written each year to provide an incentive for a more professional approach to the preparation of the documents, thereby improving the quality of the histories and raising their status throughout the Navy; (2) establish a "ship's logbook" that visitors could have stamped at each Navy museum, or "Port of Call," they visited; (3) select command historians for the three major commands—CINCPACFLT, CINCLANTFLT, and CINCUSNAVEUR.

The body of the report describes our method and details our findings. We then offer specific recommendations regarding a Master Plan, suggest a group of Immediate Action items that address particular needs, and provide a list of items for further study in the areas of Records and Resources, Education, and Museums. We suggest numerous other ways to coordinate among, and to make better use of, the rich existing historical resources within the Navy. Many of the suggestions we make can be implemented at little or no cost; others could result in cost savings to the Navy. However, to accomplish some recommendations will require a commitment of capital resources and personnel. Where recommendations will require new resources, we do not attempt to develop budgets or cost estimates but only to suggest the needed steps or path towards addressing the existing need.

HISTORY AND HERITAGE IN THE U. S. NAVY: A STATUS REPORT

October 16, 2000

I. INTRODUCTION

“The only thing new in the world is the history you don’t know.”

Harry S. Truman

For most of the 20th century, the U.S. Navy embraced the value and use of history. In 1960, Fleet Admiral Chester W. Nimitz wrote in the forward to *Sea Power - A Naval History* that in reading naval history, “seamen and civilian readers will become better able to understand current naval practices, techniques, and functions, and to appreciate the continuing value of the Navy to the nation.” Over time, Nimitz said, there were constant changes to many of the underlying elements of naval warfare, but he emphasized “there are unchanging principles as applicable to missile warfare as to warfare under oar.” To Nimitz, command of the sea, including the air above and the waters below, was as important in the past as it was in the present. For Admirals Nimitz, Halsey, Spruance, Burke, and others who contributed their views to *Sea Power*, the lessons of history were as applicable in war as they were in peace. That is no longer the case in today’s Navy.

George Santayana’s well-worn adage that those who cannot remember the past are condemned to repeat it is currently worn well by the U.S. Navy. At a time when naval historical fiction as written by Patrick O’Brian and Tom Clancy has captured the attention, appreciation, and imagination of millions in this country and around the world, the Navy has failed to appreciate fully the practical value of its history and its heritage. Concentrating on Clancy’s naval technology, many in the Navy would be surprised to know that Clancy’s hero, Jack Ryan, holds

a doctorate in history and uses historical data as a critical resource in problem analysis. The authors of this report agree strongly with Congressman Ike Skelton who recently stressed the importance of history to sound military practice. Skelton persuasively argued that the “serious study of history is essential to the development of exceptional military professionals.”

The use of history and heritage in the Navy would benefit from an overall plan or direction. Elements of the Navy that preserve and promote history are isolated from those that need it or might use it. The Naval Historical Center has often been given responsibility without authority. Interest in history and naval heritage is high among Navy veterans, but there is little perception of how history can be used or why it is an essential information resource among most active personnel. It is as if one appreciates the naval experience only upon leaving active service. Consequently, history is a minor factor in the Navy’s outreach and public relations; its recruitment, education, and retention programs; its policy deliberations; and its evaluations of lessons learned in both peace and war.

The shift toward this isolation and, at times, neglect of history was not a conscious policy decision. Rather, it was the result over time of a number of factors that have lessened the value and use of naval heritage and the process of analyzing events in the context of the past. The Navy’s reliance on modern technology mitigates against an emphasis on the past. Further, pursuit of its primary mission has tended to leave few resources for reflecting on that past. In short, the Navy has failed to use the rich historical information available to it in order to manage or apply effectively those resources for internal or external purposes.

Nonetheless, history is alive and often flourishing in the Navy. The Naval Historical Center continues to publish award-winning books and provides valuable services to veterans seeking historical information about their ships or units. The U.S. Naval Academy and the Naval War College offer a variety of valuable courses in the lessons of naval history. The scattered museums under the Naval Historical Center or operated independently of the Navy attract hundreds of thousands of visitors annually. Non-governmental organizations and Navy-related foundations are spirited and generous in their support and presentation of naval history. But

these institutions and groups would benefit from the opportunity to collaborate and coordinate their efforts. Consequently, while history survives in isolated pockets, the use of naval and heritage history is disjointed, sporadic, inconsistent, and occasionally contradictory. Without a clear service-wide mission, history in the Navy has itself become an artifact, delivering traditional products for use in a Navy seeking other types of information.

II. CHARGE

In response to the 1998 report of the Secretary of the Navy's Advisory Subcommittee on Naval History, the Under Secretary of the Navy, under Contract N00600-00-M-2014, commissioned History Associates Incorporated (HAI) to "provide an independent objective review and needs assessment of the Naval Historical Center's present organization and functions, and other Naval entities germane to historical areas." The intent of this report is to analyze the current delivery of historical products throughout the Navy and provide suggestions for restructuring and improving the delivery system and its products.

III. METHOD

Philip L. Cantelon, Rodney P. Carlisle, Paul Lagasse, and Peter LaPaglia from History Associates facilitated a meeting of over thirty stakeholders from within the Navy, the non-governmental organizations (NGOs) that support the Navy, and the teaching components of the Navy on May 3, 2000. That group discussed issues raised in the 1999 report of the Secretary of the Navy's Advisory Subcommittee on Naval History for 1998, chaired by David Rosenberg, and frequently referred to as the Rosenberg Report. The group identified the current status of history in the Navy and offered guidance for improving the use of history and heritage in all facets of the Navy.

Between May and July, HAI investigators gathered additional information from stakeholders and others for this review through site visits, interviews, telephone conversations, and group meetings. All met with personnel from the NHC. In addition, Cantelon focused on NGOs,

Carlisle on educational institutions, Lagasse on questions pertaining to archives and records, and LaPaglia on museums. Carlisle made onsite visits to the Naval Academy, the Naval War College, and the Pensacola headquarters of CNET, as well as several of the museums. LaPaglia visited the museum at the Naval Academy, the Hampton Roads Naval Museum, the National Museum of Naval Aviation in Pensacola, and the Navy Museum in Washington, and interviewed in person and by phone the staff or directors of the other U.S. Navy museums. Lagasse met with archivists, records managers, and information officers. Cantelon established contact with many NGO directors and followed up with many of the May 3 participants and the Secretary's Naval Advisory Subcommittee.

In these meetings, interviews, and visits the team pursued a variety of issues exploring the opinions and suggestions offered at the May 3 meeting in greater depth. We looked at the professionalism of archivists, historians, and curators. We asked about the services and performance of the NHC. We inquired into procedures and practices, curriculum, usage of facilities, and coordination and cooperation among various historical and curatorial activities. We examined the value and support offered to the Navy by the NGOs.

IV. FINDINGS

GENERAL FINDINGS

The Naval Historical Center has become increasingly isolated within the Navy. While the Center employs a knowledgeable and well-qualified staff of historians, archivists, librarians, curators, and support staff, its contributions have been mainly in the area of Basic History, preserving and presenting documentation, artifacts, and art. The Center has provided quality research products, meeting the highest professional standards. Nonetheless, for a variety of reasons, some beyond the control of the NHC, the Center has been unable to meet the requirements for Applied History. Applied History consists of providing materials that meet current on-demand internal and external Navy requirements in education, in policy and decision making, and in public outreach. Part of the limitations of the NHC can be traced to the rapidly changing world of media, in which scholarly books and reports now represent only a small fraction of the way in which historical material is analyzed and presented. Another part of the Center's limitations derives from the increased responsibilities assigned to the Center without concomitant authority or resources. The Center has not always adapted to current trends, leading to further isolation. The NHC would benefit if the staff made marketing of their services a top priority and adopted a policy of reaching out to seize more opportunities to provide historical services.

The NHC incorporates functions that range over a broad spectrum, including handling the ownership of Navy art, administering the Navy History Library, conducting a small underwater archaeology program, publishing *Naval Aviation*, managing the Operational Archives, and managing the Navy History Museum. All of these diverse activities are important functions for the Navy, but their inclusion in the NHC's responsibilities creates a cacophony of administrative duties and demands that stretch the capacity of the NHC and detract from its focus.

One of the causes of the isolation from the potential client bases is the NHC's outreach program. The Center does not explain its abilities and resources to the Navy internal audience nor does it

seek a reception for its products and services, even among those institutions such as some of the museums and the educational commands that clearly want and need such services. The Center maintains a scholarly tone and demeanor in response to many who seek not pure scholarship but professional assistance. With the exception of *Naval Aviation News*, the Center does very little historical work in the area of popular history. As a consequence, historic ship museums, naval educational institutions, recruiters, and others usually seek resources elsewhere, develop their own interpretative materials, or do without.

In comparison with the other services, particularly the U.S. Marine Corps, the Navy as a whole undervalues and underutilizes its history. The Navy will benefit from providing sufficient resources to capture and preserve its history. Everyone we contacted, including professionals working in historical fields in the Navy and in the supporting NGOs, agreed that the Navy does not value history to the extent found in the Marines, the Air Force, or the Army. All agreed that the low value placed on history is the result of deeply rooted factors embedded in the Navy culture. Although many practical and immediate measures detailed below could improve the presentation and use of history, the Navy can institute a cultural change from the top to restore the value and use of naval history.

There are several reasons behind the difficulties in capturing, enhancing, and preserving the Navy's records and archives. Records gathering and control is decentralized with little coordination. The basic infrastructure for effective archives, records, and information management within the Navy is essentially in place and functional but needs additional resources and authority in order to fulfill its potential. Yet the current approved regulations and procedures for capturing and preserving records as they are generated are not followed. From our investigation, we observe that the lack of effective management controls over the creation, maintenance, and use of Navy and Marine Corps records may affect the compliance of the Department of the Navy with the spirit of the Federal Records Act of 1950, the Paperwork Reduction Act of 1980, the Information Technology Management Reform Act of 1996, and the Secretary of the Navy's own records management policy. There may be value in a thorough study to review how to best comply with these policies and laws.

The Navy's museums vary greatly in professionalism and quality. All suffer from a lack of central coordination and policy oversight. Auxiliary institutions, such as historic ships and unofficial unit museums, represent the Navy to the public, yet receive little or no official encouragement, advice, or assistance from the Navy. Part of the difficulty is inherent in the structure of the museums as established under SECNAV Instruction 5755.1, which stresses privatization by non-governmental organizations without effective mechanisms for central operational guidance. The enthusiasm and energy of NGOs to respond to the historical vacuum created by Navy policy is extraordinary. However, passion alone cannot unlock the potential of these groups without official interest, support, and coordinated professional direction.

SPECIFIC FINDINGS

Educational Applications of History

Faculty at the Naval Academy are enthusiastic about promotion of history within the Navy. Yet there are aspects of the curriculum, the teaching arrangements, and the methods employed at the academy that might be improved. The History Department fosters good teaching practices by holding weekly "charm school" sessions at which faculty members share good methods and teaching concepts. In this way, the more experienced senior faculty members assist junior faculty, particularly the officer-instructors, who in their first year at the Academy typically bring no prior teaching experience and often no depth of knowledge in naval history. Officer-instructors, however, are not regularly provided with instruction on how to teach and would benefit from a formalized program that exposes them to issues of classroom management, testing, and other basic principles of education. A large proportion of the mandatory Naval Heritage course is taught by junior officer-instructors. The Academy faculty were supportive of an idea presented at the May 3 meeting, of holding summer institutes for NROTC, JNROTC, and possibly CNET instructors, although it was clear that civilian professors would not be available for such institutes without additional funding. The Academy history faculty does not have close liaison with the Naval Historical Center, except for those few whose field was naval history and who made use of the library and archives of the NHC in their own research. Naval history is a small part of the Academy's history offering. The Naval Heritage Course is required of all plebes, but the occasional upper division naval history course is an elective within the history major, not a requirement. There is no guarantee that even those majoring in history at the Academy are exposed to naval history in any depth. Each of these findings can be readily addressed as part of a history master plan implemented by a Chief of Naval History and Heritage.

At the Naval War College, the professional staff makes excellent use of naval historical materials. However, there is little emphasis on teaching independent research skills or on the handling and value of primary documents. Rather, students do study historical materials and cases to examine underlying principles of warfare, strategy, and decision making, with an

emphasis on lessons learned. The courses are rigorous at the graduate level. The faculty is highly qualified to develop their own materials, and they sometimes make use of the archival resources at the NHC. Although history is applied at the NWC, students there, as well as at the Academy, have little or no opportunity to develop basic historical skills. The faculty can readily address these concerns by minor alterations to certain course requirements.

At CNET, programs that train the vast majority of the Navy's enlisted personnel and officers utilize historical materials to a considerable extent. Even specialized technical programs such as those at the Naval Air Technical Training Center, located at the Pensacola Naval Air Station, make use of historical materials in training enlisted personnel in specific skills such as firefighting, weapons handling, and aircraft support. The schools have developed the great majority of these historical materials without the aid of professional historians within the Navy, whether at the NHC or elsewhere. In fact, many of those responsible for developing curriculum that sometimes incorporates artifacts, anecdotes, photographs, video materials, and textual material of a historical nature have never heard of the Naval Historical Center. When informed of its existence, they consistently expressed interest in locating and making use of resources that could be provided by NHC. Information resources at the NHC should be marketed and provided to curriculum developers at CNET, resulting in more efficient use of personnel.

At Pensacola, we asked in what ways the Naval Historical Center had provided assistance in curriculum materials. One captain, in charge of a massive enlisted training effort, responded: "Frankly, I have never heard of the Naval Historical Center. When I hear the term, it makes me think of a group of old ladies in tennis shoes collecting dusty documents." He turned to his chief petty officer, who had worked in the office longer than the captain, and he too had never heard of the NHC. The public affairs officer had indeed heard of the Center, and she knew it was at the Washington Navy Yard. However, she recounted a recent time when she called the Navy Yard, and no one she spoke with had heard of the NHC. She finally reached the Navy Yard Fire Department, and they had heard of the museum. When transferred to the museum, she got a recording explaining the museum was closed for renovation. The unfortunate aspect of this story

is that it is not atypical. The NHC has outstanding opportunities to establish liaison with its natural clients within the Navy.

The Navy's educational institutions using history operate in isolation from each other and from the NHC. The NHC can actively support the War College or the Academy in their teaching functions, in their museums, or in their archival programs. From time to time, faculty from the War College and the Academy meet as members of the broader naval historical profession with staff from the NHC, as well as academics and independent scholars. Nowhere within the educational institutions of the Navy is there direct training in graduate history, although history is widely utilized, often to good effect, in courses that teach heritage, naval policy and strategy, and even specific technical skills. Officers seeking graduate training in history as well as other social sciences do so outside the Navy in universities. All of these concerns can be addressed by deploying existing historical talent and expertise more effectively.

Museums

Navy museums are a rich national resource, yet lack operational uniformity or consistency. Some museums are operated under professional standards, while others would benefit from better resources and better central advice, counsel, and direction. Museums are often underutilized, understaffed, and underfunded, but they have a long tradition of scholarship, education, and public service. The public attendance level at the museums is very strong. Even the smaller museums had good public visitation rates. However, the Navy does not appear to value its own museums. Unlike the other services, the Navy is considering devoting scarce resources to outsourcing museum management, thereby creating the perception that it undervalues the professionalism of the current directors and curators. While such an examination in compliance with OMB Circular A-76 regarding outsourcing may or may not save money, according to our investigation, it has been destructive of morale among many loyal, innovative, and otherwise enthusiastic museum employees.

There are several causes for the disparity in quality from museum to museum. The Navy would gain from accreditation of museums by a national professional organization. To seek such accreditation would help establish and encourage (1) museum professionalism, (2) the value of museums in shaping public opinion, and (3) museums as educational institutions as well as recruitment and retention tools. The current structure within the Navy does not have the authority or resources to modify the direction, standards, or mission of the various museums. No formal system or organization exists for these museums and staff. While an informal annual gathering of museum administrators occurred the past three years, representatives of only three museums of the eleven came to the last meeting. The Director of Naval History is nominally head of the museum effort but has no authority to require attendance at such meetings. A re-certification cycle could ensure at least the power to compel attendance and adherence to standards. The quality of visitor experiences, staffing and programming, and professionalism appears to be tied directly to financial support supplied by individual museum foundations and foundation directors. This arrangement has occasionally resulted in unwanted and unintended consequences, with certain museums going into decline or being maintained in an amateurish manner inimical to the Navy's reputation.

In addition, there are a number of "fringe" museums and public displays of artifacts, not officially connected with the Navy museum structure in any fashion, that maintain collections of varying quality and professionalism. There are over 100 historic ships open to the public operated by more than 70 different organizations. Most historic ships are former Navy vessels, and part of the public's perception of the Navy derives from visits to these unaffiliated museum-like settings. The Historic Naval Ships Association has sought help in many forms from the Navy but, to date, little has been forthcoming.

Archives and Command Histories

Archival records are the very stuff of basic history, and efficient operation of the Navy's archives program is fundamental to the presentation and use of the historical record. The Naval Historical Center operates an active and extensive archives program. However, Center archivists have been

instructed to respond to reference queries as their number-one priority. While this has simultaneously addressed and encouraged increased use of the NHC's resources, this policy has also resulted in a serious backlog in other vital activities, such as archival processing, document preservation, data migration, and collection development. The emphasis on customer service at the expense of these important services can reduce overall customer satisfaction, as people increasingly find they must wade through boxes of raw records with a minimum of content description to guide them, or are told that the materials cannot be made available until they have been reviewed by an archivist.

Under a Master Plan for history in the Navy, a clear chain of custody and use of records could be established. The Navy sent the archival records of the Gulf War directly to the Center for Naval Analysis for use in operational studies, before they had been processed by the Naval Historical Center. A clarification of the relationship of the missions of the two centers and their roles in the handling of records of contemporary operations would benefit all parties and could be part of a central Master Plan for Naval History and Heritage.

Command Histories are another vital component to basic history in the Navy. Nonetheless, the preparation of these historical records varies from excellent to extremely poor. As a consequence, the generation of contemporary documentation is quite uneven. There appears to be no clear understanding of the importance or value of capturing current history, even among senior officers. The Navy typically assigns the preparation of command histories, which are essential to documenting the operational history of the Navy, as a collateral duty to low-ranking personnel, who have neither the time, experience on station, authority, nor resources necessary to carry out the duty. NHC guidelines for the preparation of command histories are not fully understood and may not provide effective guidance to such personnel. The net result is inadequate, inconsistent, and frequently incomplete documentation of the Navy's contemporary operational experience. An example of a loss of this basic history is the failure of some shore facilities to produce Command Histories during the consolidation or closing under the Base Relocation and Consolidation programs. It is particularly crucial that the Command Histories and the records keeping process capture and retain for future study the operational records of

commands at and above the battle group command level. Documents that capture the operational tasks, the commander's philosophy, and the commander's messages regarding execution are examples of the level of material that must be retained.

The archival and manuscript collections of the Naval Historical Center (Operational Archives, Ships' History, Naval Aviation, Photographic, and Navy Library Special Collections) are experiencing a serious shortage of storage space. The NHC believes that the shortage can reach crisis proportions within five years if not addressed.

The NHC is not adequately prepared to receive permanent historical records in the various electronic formats in use within the Navy during the last quarter century and before. There are no provisions for storing and utilizing electronic records in obsolete formats, and the NHC archives is not equipped to receive records in current electronic formats such as spreadsheets, databases, financial programs, and word processor documents.

Records and Information Management

Current Navy records and information management practices are basic to the Navy's preservation and utilization of its history. The way in which information (recorded electronically or on paper) is managed within the Navy should be reviewed to ensure that it meets current standards, federal regulations, and SECNAV instructions. The Navy does not provide sufficient training and/or resources to those responsible for the preservation of data. Without a solid records management program, records of permanent historical nature are not readily captured and preserved; without archival records, historians find it difficult or impossible to recapture even the recent past for analysis, preservation, and utilization either for policy purposes, for education, or for public outreach. As is true in most other federal agencies and departments, the Navy's Records Management Office (N09B35) is understaffed and has no enforcement capabilities to ensure Service-wide compliance with the records schedule or with the Code of Federal Regulations. As a result, institutional memory is lost. In the words of Frank Burke,

member of the Secretary of the Navy's Advisory Subcommittee on History and former Acting Archivist of the United States: "No Documents, No History!"

Inadequate and ineffective management of the Navy's records is an area of underperformance in regard to certain provisions of the United States Code (USC) and the Secretary of the Navy's own records management instructions. Federal law 44 USC 3102 requires that federal agencies "establish effective management controls over the creation, maintenance, and use of Federal records." Our investigations indicated that existing management controls are not effective for identifying, capturing, preserving, and disseminating historically significant records in textual, audiovisual, and electronic formats. It is uncertain whether the Navy and Marine Corps are in full compliance with 44 USC 3105 *et seq.*, which requires that safeguards be established to prevent the unauthorized removal or destruction of federal records and that NARA be notified should removal or destruction be threatened. Lack of knowledge about the status and location of records in all formats in the two services, makes a compliance assessment difficult but also strongly suggests the likelihood of unauthorized, if unintentional, loss and destruction of Navy records, such as occurred with the research notebooks of the Naval Research Laboratory. The fact that most other federal agencies may also be in violation of 44 USC 3105 does not mean that the Navy is excused from compliance.

Furthermore, 44 USC 3303(a) requires that federal agencies comply with the provisions of their agency records schedules, which for the Navy and Marine Corps are established in SECNAVINST 5212.5D/E, *Navy and Marine Corps Records Disposition Manual*. Despite the efforts of the Navy and Marine Corps Records Management Offices to address and resolve this issue, neither service is currently in compliance with the letter of the instruction and hence with the code. A task group should review compliance with the SECNAV instruction on the preservation and retention of records and provide guidance for organizational compliance.

Insofar as records are to be considered an information asset, the Information Technology Management Reform Act of 1996 (44 USC 3500 *et seq.*) instructs agency CIOs to take direct responsibility for the records management programs of their agency. The DON CIO has decided

that the Navy Records Management Office should remain under OPNAV, while the Marine Corps Records Management Office should remain under the Marine Corps Director of Administration and Resources Management. Thus, the two programs are unequal to each other and to the DON CIO in terms of administrative oversight, access to resources and staffing, ability to receive, preserve, and provide access to electronic records, and authority to carry out assigned duties. Because of the critical importance of adequate documentation, a special Task Force to review the Navy's current records management programs could identify mutual goals and offer recommendations for more cost-effective administration and utilization.

Non-Governmental Organizations (NGOs)

If the Non-Governmental Organizations are not part of official Navy history, they are most certainly Navy history's heart and soul. Whatever amount of professional resources the naval foundations and associations may lack, the NGOs that bring naval history and heritage to the public more than make up with their passion for the Navy's heritage and determination to preserve, protect, and provide it by any means possible. In many respects, the various naval foundations and associations do more to popularize the history of the U.S. Navy than any other group.

The NGOs support naval history and heritage by identifying essential historical needs in the Navy and responding to fill those requirements. The Naval Historical Foundation provides direct supplemental funding to the Naval Historical Center, enabling the Center to hire additional staff so that it can better fulfill its mandated mission. When the commander of the Great Lakes Training Center observed that most new recruits had no knowledge of Pearl Harbor, the Navy League of the United States organized the Navy Heritage Video Project which drew on the historical expertise of the Naval Historical Center for basic historical content. With the assistance of several corporations, the Navy League funded the production of the video, *Our Navy Story*, which is targeted to the interests of enlisted personnel. The Navy League then distributed some 10,000 copies to every ship and station. The Naval Recruiting Command acquired copies for its recruiters. In short, the project demonstrated how a consortium of

interested naval organizations cooperated successfully to fill a vital gap in the Navy's educational program. The video was provided without any accompanying guidance as to how it should be used in different settings, and its utility would be improved if such guidance were developed.

NGOs that lack financial resources often provide additional manpower so that the Navy can function at established levels or in certain targeted areas with fewer resources. An example of this was the response to the nationwide celebrations for Midway Night, which received assistance from the Naval Historical Foundation, the Naval Order of the United States, and the Navy League by drawing on the time and expertise of local reserve chapters. Smaller groups, such as the UDT-Seal Association and UDT-Seal Museum Association, are collecting artifacts and historical documentation to develop a museum for specific naval units.

If there is a weakness among NGOs, it is the unorganized nature of their operations. The NGOs and foundations are supportive, but there is little coordination among them. Each NGO tends to have one or two specific institutions or activities that it supports. Often, a foundation exists simply to provide a means for handling donations and funding for a specific museum or program. The personnel at the NGOs are uniformly enthusiastic in their support of naval history. As evidenced at the May 3 meeting and in follow-up interviews, they concur that the Navy does not adequately coordinate and support its own historical activities and resources. Voluntary coordination of their efforts would help all the NGOs to better identify their roles in the naval community, to learn from the experiences of others, and to assist the Navy more effectively. The Navy has the opportunity to achieve better coordination between NGOs, which can be accomplished through a master plan for history in the Navy and the Chief of Naval History and Heritage.

Often the NGOs operate without input from the NHC and without any official sanction or direction, yet they have a very strong influence on both the public and veteran communities. Like the museums, the NGOs do not communicate regularly with each other to discuss similar problems; some make an effort to capture naval history and heritage on a local level, yet they

serve a national purpose that would benefit from greater coordination and collaboration. A chartered consortium of NGOs recognized by the Chief of Naval History and Heritage who acts as the primary point of contact and collaboration would provide an excellent method of working towards a shared vision of the role for history in the Navy.

WHY HISTORY IS UNDERVALUED

In addition to our inquiry about the Navy's preservation and utilization of history and about what might be done to improve historical services and functions, we looked at the history of the Naval Historical Center and asked why the Navy currently undervalues its history compared to other services. We noted the following observations:

- Leadership places value on the warfighter and operational achievement, not on knowledge or command of history.
- The Navy is dependent on its platforms, and Navy officers think of the Navy as ships, aircraft, submarines, and technology; they tend not to find history pertinent to their work, particularly as prior technologies and communication problems tended to be quite different. Searching for lessons learned or practical ideas, some find even early 20th century experiences so different as to be irrelevant.
- Over the forty-five years of the Cold War, the Navy was engaged in a warfare, front-line situation, and did not have time or attitude to be contemplative. Naval officers were people of action, not reflection. Only in the last decade, as the Navy lost its front-line engagement with a main adversary, has it had time to look inward. Nonetheless, the leadership remains oriented around the pressures and values of a war-alert context.
- The Marines build Marine character, and in order to do so they look to prior examples. The Navy seeks officers who are innovative as individuals and excellent at their tasks, but not necessarily a Sailor character. Also, the Marines do not "own" the platforms (by and large) and hence what they control is the corps of men and their heritage, rather than specific technologies. For these reasons the Navy does not stress a sense of heritage to the same extent as the Marines.

- The Navy, not being a garrison service but instead attached to ever-changing units, lacks the time, opportunity, and culture to be concerned with history.
- For its first 30 years of operation, the Naval Historical Center was led by a naval officer of flag rank. Like most of his colleagues, RADM Ernest M. Eller, the first Director of Naval History, enthusiastically embraced the importance of history for leadership and analysis. Moreover, as a senior flag officer, he had the commonality of experience and confidence of other flag officers. The presentation of history's uses among high-ranking officers carried across and down the ranks. When the Navy turned to civilian historians to fill the position of Director of Naval History in 1986, it gained professional depth but lost the critical contact among the top ranks. We believe that the establishment of an active duty senior flag officer as Chief of Naval History and Heritage, while maintaining a professional civilian historian as Director of Naval History, can restore the strong relationship between history and top Navy leadership.

WHY WORRY ABOUT IT?

- None of the historians, curators, archivists, records managers, foundation directors, and educators surveyed suggested that the Navy needs to substitute paperwork and scholarship for leadership and management. However, like Congressman Skelton, they believed that leadership, management, communication, and good performance can be enhanced with a more thoughtful understanding and awareness of history.
- Recruitment and retention can be improved through better pride in and awareness of heritage and history. The Navy's rich history, presented in varying degrees by official and unofficial naval museums, would be more effectively presented with professional guidance.

- Policy makers and decision makers can only enhance their performance with a more profound understanding of the past. Current activities that contain valuable lessons can only be captured and recorded if officers have an understanding of how history is recorded, written about, and studied. Without knowledge of how primary documentation is essential to analysis and study of the past, the ingredients of present and future decisions will not be captured, recorded, and made available for study. Navy officers must have the best data about the immediate situation and a solid historical background to make measured and wise decisions. As Congressman Skelton has noted, we must listen to the “Whispers of Warriors” if we are to learn from the lessons of past experience.

WHAT CAN BE DONE?

To develop a better commitment to history will require a deep and broad cultural change that will take several years, perhaps a decade. Other organizations (corporate and governmental) have faced the need for cultural change, learning that a lengthy, multi-pronged approach is required. The ingredients for such a cultural change would have to be:

- A stated commitment to history from the Secretary of the Navy, the CNO, and top commanders, and reinforcement from leadership that history is valued.
- A change of emphasis and attitude about the value of history from the bottom up by engaging the existing resources and encouraging participation in historical activities and planning, so that the rest of the Navy organization knows the value of history and operates accordingly.
- Assignment of full-time command historians in at least three major commands, CINCPACFLT, CINCLANTFLT, and CINCUSNAVEUR with guidelines, recognition, and professionalized approach. Emphasis on the preparation of command histories as a major responsibility for an experienced and knowledgeable

individual (such as a trained civilian historian with access to the senior officers), who can provide guidance to junior personnel who serve in this capacity as a collateral duty.

- Establishing a management structure that provides adequate resources for preservation of its historic treasures in the form of artifacts, archives, rare books, ships, and sites.
- Understanding and appreciation of the value of recorded information for the administrative, operational, and educational activities of the Navy.
- Integrating the promise of new information technologies inherent in the Navy Marine Corps Intranet to achieve many of the goals of capturing, preserving, and disseminating the record of current history.

Recommendations

V. RECOMMENDATIONS

V.1. MASTER PLAN

1. **Development of a Master Plan for History and Heritage in the Navy.** Drawing on the dialog of stakeholders begun on May 3, the Navy should develop an all-inclusive Master Plan for history and heritage direction and coordination among the various organizations concerned with naval history. To retain the momentum and interest generated by the May 3 meeting and the development of this report, a follow-on meeting of the group should be convened soon. Such a strategic plan, if innovatively shaped, can eliminate much of the uncertainty, inconsistency, and isolation that characterizes the current status of historical activities and, at the same time, provide a vehicle for investment in the Navy's historical programs at all levels. A SECNAV instruction should assign a senior flag officer with demonstrated experience, knowledge, and commitment to history as Chief of Naval History and Heritage. That officer will lead the effort to develop a Master Plan and to see to its implementation.

To effect a cultural change toward history in the Navy, we recommend that participants in the Master Plan process think beyond what currently exists and consider restructuring the current naval history organization. Reestablishing a senior flag officer in overall command of history and heritage would send a clear signal of the renewed importance that the Secretary and the CNO places on the use of history. This high profile position, Chief of Naval History and Heritage, would direct two historical offices: the Office of Basic History and the Office of Applied History. In the Basic History office there would be: History Branches (Early History, Ships History, Contemporary History, Aviation History); a Resource Branch (archives and records management); and a relationship to the Naval Historical Foundation, the Department of the Navy Chief Information Officer [DON CIO]), and the Navy and Marine Corps Records Management Officers. Within the Applied History office would be the Curator of Collections; the Division of Museums (with oversight over all Navy museums and the Art Gallery); the Navy Library; a new Historical Services Branch that would provide

current on-demand historical services to the Navy including the educational institutions and the commands seeking historical information, services, or advice; and a Reference Branch to answer inquiries from the general public. In the reorganization, several anomalous units could be restructured and reorganized and the professional level of the units enhanced. Marketing of all services within and outside the Navy should be stressed in any reorganization; it would be part of the mission, particularly of the Applied History office. Service to clients in the Navy should be carefully structured so as not to interfere with essential Basic History tasks, especially those relating to accessing and controlling documents. One method of achieving this protection of essential work would be to establish a separate Historical Services Branch and a Reference Branch to provide assistance to in-house Navy clients and to the public. The Applied History office should work closely with the NGOs and should be constantly adapting to innovations in the area of information technology.

A draft organization chart is provided at Appendix A.

2. **Reorganization of the Naval Historical Center along functional lines.** In drafting a Master Plan for naval history and heritage, the role of the Naval Historical Center will be critical. Consideration should be given to a functional reorganization of the Center to strengthen its focus and activities under the Master Plan. NHC historians should not be operating or staffing the archival function, nor should archivists be doing history. Furthermore, historical services that are in great demand throughout the Navy need to be provided more consistently.
3. **A clear endorsement of the principle that records and documentation are essential to the Navy needs to be made at the highest level.** The Secretary of the Navy should authorize and endorse a vision of archives and records management within the Navy and the Marine Corps, stressing the value of records for the understanding and interpreting of the key policies, decisions, personalities, and turning points of today's Navy by future scholars, and by Sailors, whether enlisted or officer rank.

4. **The Navy should evaluate establishing a SECNAV instruction similar to the Department of Energy's "History Order."** The coordination of history more broadly in the Navy requires a stronger central authority for the responsibility than now exists. A history instruction would establish a Chief of Naval History and Heritage. A history instruction could establish the requirement for the creation of Command Historians in the three CINCFLETCOM areas. For information purposes, a copy of the Department of Energy History Order is included at Appendix B.

V.2. IMMEDIATE ACTION ITEMS

The following actions and innovations can be implemented quickly.

NAVY-WIDE IMMEDIATE ACTION ITEMS

- A. The Navy should reestablish the office of Chief of Naval History and Heritage and appoint a senior flag officer to the position. This officer should take ownership of all the Navy's history programs, including budgetary review and execution.**

The establishment of the office of Chief of Naval History and Heritage is essential to developing and implementing a Master Plan for History and Heritage in the Navy. The position would carry the responsibility and authority to restructure the Naval Historical Center and to ensure better coordination among the Navy's many historical resources and facilities.

- B. In order to facilitate networking among naval history stakeholders, the invitees to the May 3 meeting should be contacted for a follow-up and regular cycle of annual or semi-annual symposia.**

Many participants at the May 3, 2000, meeting commented on the lack of regular communication across the "stovepiped" organization of the Navy and the related NGOs. Sharing ideas, accomplishments, and resources at such meetings would benefit all groups. Since many attendees travel considerable distances, a two-day schedule, with time allotted for informal get-togethers, would provide opportunities for stronger collaborations. Perhaps a lunch or dinner with six- or eight-person round tables would facilitate such spontaneous collaboration. Representatives of the archival and records management functions within the Navy should be required to participate in these symposia and make their problems and concerns known. There is value in attracting a

wide range of views from internal and external critics, even from the mavericks, to solicit solutions and ideas to make things better.

C. The Chief of Naval History and Heritage should establish a small prize committee to award prizes for the best annual command history or histories.

Some 2,900 to 3,000 annual command histories are generated each year, and they are regularly received and processed by the Operational Archives at NHC. The problem is that many are of poor quality or not done at all. The Chief of Naval History and Heritage should create a contest to select those from all fleet and shore installations that best meet the guidelines and submit them for review by the prize committee. The prizes could consist of a rotating prize cup named for a naval hero, certificates of merit, even a weekend at a Navy football game for the commanding officer and author. The visibility of the top prize would be elevated by presentation by the CNO or the SECNAV. There could be a series of specific honors, up the line, with one award each for CINCLANTFLT, CINCPACFLT, and CINCUSNAVEUR. The results would be recognition for excellent work in history, a higher profile for the NHC, and improved quality of command histories, thereby addressing all problems with an inexpensive and popular program.

D. The Navy should develop programs to popularize and promote naval history.

For example, historically based programs could be developed for presentation on the Navy-Marine Corps Intranet (NMCI). Congressional and state support for endowed chairs in naval history at specific state universities could be developed.

E. The SECNAV or CNO could establish one or more Historical Prize awards for work on specialized topics in Naval History.

Historical products that might be deemed suitable for a SECNAV prize would include monographs published either by naval personnel or civilians. Currently, the New York Chapter of the Navy League grants a single prize (The Theodore and Franklin Roosevelt Prize). A greater variety of prizes could stimulate further work and demonstrate the official support of the Navy for historical work. Specialized prizes to be awarded by a historical panel chosen by the SECNAV might include one or more of the following:

Best historical work on social issues in the Navy

Historical work with highest applicability to current and future operational needs of the Navy

Best historical work on naval technology

Best historical work on Navy's engagement in asymmetrical warfare

Best historical work on Navy-civilian relationship

F. The Navy Professional Reading for Intellectual Development and Enrichment (NAVPRIDE) program, briefed to the CNO on July 20, 1999, should be initiated, or a similar program started. The NAVPRIDE plan envisioned participation by the NHC, USNA, and NWC.

A successful reading program is more than a list, and any program should be coordinated on an ongoing institutional basis to achieve maximum return. An appropriate award system needs to be developed to encourage wider participation. Readings could lead to points on rating examinations, and materials could be posted on the Navy-Marine Corps Intranet.

G. The Navy should assign personnel knowledgeable in, or establish a contract for, the use of contemporary media and the construction of websites to bring historical products to officers and enlisted personnel in the fleet and to the general public.

Initial efforts to produce material available by Internet and on computer CDs have been halting at best. Using these new computer technologies, books, films, whole courses, and interactive materials can be more readily distributed. Material presented in such formats should be readily useful and used by in-Navy clients including case studies that are needed and items relating to heritage and naval customs. Teaming relationships, making use of distance learning techniques and Internet-based courses, could engage both internal educational institutions such as the Naval Academy and the Naval War College and external institutions including colleges and universities. The use of CDs or the Internet as a vehicle to publish works that are not in demand serves no purpose. In general, a need should be established prior to publication.

IMMEDIATE ACTION ITEMS—ARCHIVAL/RECORDS MANAGEMENT

A. Command History Guidelines should be rewritten and clarified.

A good infrastructure for collecting command histories from 3,200 commands exists. Without prompting, over 2,900 of these regularly come in. The quality, however, varies greatly. The guidelines should be strengthened and issued as instructions to help improve the emphasis on policy and to describe the types of documents that should accompany the history. There should be a requirement that the command histories be authored by or edited by a qualified person, with adequate training provided by the Navy. The guidelines can speak not only to what should be included but can give some guidance as to research methods and the relationship of documentation to analysis. The guidance could address standards of style, content, historical method, documentation, analysis, and narrative presentation that characterize a professional approach to the writing of history. The guidelines should make explicit that essential information is required, and that command histories are not to become self-serving public relations vehicles for the units in question. Rather, command histories should focus on decisions and actions taken and how those decisions and events played out. A template or sample of a good command history could be mounted on the NMCI for consultation by those drafting the command histories, and the NMCI could include a short training course offered as part of a distance learning program. If a prize system is established for the best command histories, each year's top prize-winning command histories could be mounted on the intranet as examples.

B. Command Historians should be selected for the three major commands: CINCPACFLT, CINCLANTFLT, and CINCUSNAVEUR.

As recommended in the report of the Secretary of the Navy's Advisory Subcommittee on Naval History for 1998 (the Rosenberg Report), the presence of a qualified individual to prepare the command history and to assist in ensuring the quality of other command histories would go far to improve the quality of the historical work, to raise the profile of

history within the Navy, and to address the need to capture and utilize current history.

Command Historians should have the experience or staff necessary to promulgate official Navy records management policy and procedures as outlined in SECNAVINST 5212.5D/E and ensure that archival records are sent to the NHC.

C. Additional storage space for the current and future archival, manuscript, and special collections holdings of the NHC should be located and assigned.

The space should have effective temperature, humidity, and security controls to ensure the preservation of the historical materials. The space should be adequate for anticipated growth and should also accommodate audiovisual, photographic, and electronic media as well as textual records. Meeting this requirement will require additional capital resources and personnel. The Navy should consider conducting a feasibility study to determine which storage options (Building 46, a new Heritage Center, offsite locations, among others) might best suit the Navy's future requirements.

D. A comprehensive inventory of existing records repositories needs to be conducted.

A records inventory should include identification of collections of historical or potentially historical records outside the cognizance of the NHC (e.g., CINCPACFLT archives). Such an inventory should include Marine Corps assets as well. The Navy Library is capable of creating catalog records for these materials to be placed in international electronic library catalogs. The inventory work should be done by archivists who can develop HTML or Encoded Archival Description (EAD) records summarizing the contents of these collections for placement on the NHC's website. The inventory should also include a comprehensive review of Navy records in Federal Records Centers. This review is especially critical due to NARA's recent decision to charge agencies for storage, which is resulting in a mad rush to discard everything old in order to save money.

- E. Staff from the Naval and Marine Historical Centers and Records Management Offices should meet with staff from the DON CIO as a Task Group as soon as possible to address concerns regarding electronic records management, preservation, and retrieval.**

Channels of communication between these organizations are essential to ensure that the historical records in electronic form of the Navy and Marine Corps are being preserved and made available. Navy and Marine Corps archivists have repeatedly expressed their concern over their lack of preparedness to handle records in electronic form. Likewise, NHC and Marine Historical Center historians are concerned about the potential loss of significant historical information over time due to technology obsolescence and lack of data migration. By establishing clear communications regarding electronic records, the Navy and Marine Corps can improve the capture, preservation, and use of all historical records with the goal of creating with the DON CIO a standardized, single, service-wide approach, including at the outset the incorporation of record-keeping rules and procedures into any major electronic information system.

- F. The only available guide to naval archives in general is *U.S. Naval History Sources in the United States*. An updated version of this resource would be a valuable project for the NHC to serve scholarship in the broader discipline of naval history.**

Scholars have found *U.S. Naval History Sources* quite useful but now consider it out of date. Such a contribution to basic research would establish intellectual control over the mass of material and would serve to facilitate further historical research into particular events, units, commands, and shore establishments, particularly if the work were available electronically and published on the Internet. This is an ideal project for the basic history emphasis at the NHC, or it could be outsourced.

IMMEDIATE ACTION ITEMS—NAVAL HISTORICAL CENTER OUTREACH

- A. The Chief of Naval History and Heritage should task the NHC to prepare a comprehensive press release describing the material and services the Center seeks to make available.**

Even though information on historical resources in the Navy is available, most people do not seek it out. In general, the NHC needs to be more proactive in informing others within the Navy of its resources. The Center needs to begin providing services to those needing information, curatorial advice, photographs, and teaching materials on a much broader scale. Press releases would be only a part of such a proactive approach, but one that could be readily instituted. This suggestion came from several officers who were shocked to learn that the NHC as a resource existed. The NHC's services and skills are highly valuable to the Navy and they should be marketed to those in the Navy who need them. Limitations on staff resources may require that priorities and assignments be internally reassessed. The constant turnover of officers and personnel in responsible positions requires that the NHC develop an ongoing system of advertising its services. With the appointment of a Chief of Naval History and Heritage, a comprehensive Roll-Out Plan should be developed to publicize the new initiative.

- B. The Chief of Naval History and Heritage should task the NHC to review its publication series of important naval documents.**

The NHC provides a service to the broader community of historical scholarship in the selection of published naval documents. Nonetheless, important documents from the 20th century need to be made widely available. This Basic History work is valuable, but at the current pace, 20th century documents will not be published in the first half of the 21st century. Volumes that document naval policy and administrative and operational issues for recent periods would represent valuable contributions to basic research.

C. The Chief of Naval History and Heritage should request the NHC to develop a “Current History File.”

This constantly expanding file of clippings, documents, and fugitive publications will soon prove its worth. A commercial or internally instituted clipping service can make contributions to it. As the Current History File is developed by topic, it will become available for replies to queries and for research on recent events. It can be readily accessed for public relations purposes, background for speech writing, talking points, and white papers. Such an effort could be outsourced.

D. Public Outreach.

- **The NHC should hold an “open house” for public affairs officers within the Navy, hosted by a prominent senior officer, to help promote NHC services and to improve its networking.**

It is essential that NHC staff “listen” as well as speak at such sessions to determine needs. If the consortium of stakeholders is established, such meetings could be hosted by the consortium on an annual basis.

- **Material on the NHC website could be targeted to specific in-Navy instructional needs.**

These packets could include: pictures of prior naval uniforms, pictures of ceremonies as performed historically such as burial at sea, piping aboard officers, and gun salutes. The current photo site contains mostly ship pictures. Other collection needs could be suggested by CNET instructors, professors, NGOs, and War College professors as well as other Navy users of Applied History.

- **The current liaison work of the NHC with the Historic Naval Ships Association should be expanded.**

The Historic Naval Ships Association benefits from regular participation by the Curator Branch of the NHC at annual meetings. The Curator Branch provides advice, consultation, and informal training regarding methods of interpretation and display for artifacts and art that have proven useful to the many historic ship organizations. Historians and archivists from the NHC currently do not attend these meetings, but they should do so, providing information and guidance on their areas of expertise that could strengthen this form of public outreach.

- **The NHC staff should participate in curriculum development workshops for CNET, both in the Officer Training and Education (OTE) Branch and in the Enlisted Branch.**

There is a problem of a double unknown—curriculum developers do not know what material can be provided by the NHC, and the NHC does not know what curriculum developers need. Areas that have surfaced in our investigation over and over are such curriculum elements as “Ceremonies and Traditions in the Navy, Customs, Honors, and Courtesy.” Others include NROTC and JNROTC courses in the history of seapower and maritime affairs, Navy Heritage (with reference to ships, aircraft, and other systems), case studies on Leadership and Ethics, and case studies of specific weapons deployments. In each of these areas, NHC materials, readings, bibliographic assistance, specific excerpts from secondary materials, fresh research, and photographic and other visual material would all be appropriate. The NHC can and should be a resource for all such efforts that make use of recent and current history. Much could be provided electronically.

- **NHC historians and others should seek opportunities to gain shipboard experience.**

The isolation of the NHC from the fleet must be addressed in this simple and practical fashion. Historians need a better sense of how the Navy operates today and what its concerns are. To the extent that historical work is informed by current operational concerns, it will be perceived as useful, interesting, relevant, and valuable.

IMMEDIATE ACTION ITEMS—EDUCATIONAL USES OF HISTORY

- A. Personnel from the Academy, the War College, the NHC, and other consortium members could cooperate in developing “virtual staff cruises.” Similar to Army “staff ride” tours of battlefield sites, a virtual staff cruise would use electronic techniques to develop reenactments of naval engagements (including “other than total war” and asymmetrical warfare scenarios) accessible through websites.**

While staff rides provide Army officers with a sense of how battles were conducted, the nature of sea battles makes such “rides” impossible. However, with electronic technology and simulation techniques, it would be possible to develop electronic reenactments. Funding for such programs might be found through one of the NGOs. Support for such an idea came from both instructors at the USNA and from curriculum staff at CNET who had participated in Army staff rides and found their absence in the Navy embarrassing. Such events would provide exposure for other services to Navy history and allow cross-pollination between Air, Submarine, and Surface personnel. Through such virtual cruises, the lessons of the past can become part of the knowledge and experience base of today’s naval officers.

- B. In consultation with CNET, the NHC should develop detailed portfolios of supportive material that can be adapted and utilized by curriculum developers and instructors to enrich “Battle Station” presentations.**

In enlisted Boot Camp, trainees are put through a total of thirty-two hours of material that touches on naval history, with twenty-four hours involved in “Battle Stations” in which enlistees participate in stressful reenactments of twelve actual events of naval history. This is the final and ultimate challenge of Boot Camp. Instructors who brief each of the Battle Station events could benefit from further detailed information regarding these events and others planned for future development. The NHC should work closely with CNET curriculum personnel in this area.

- C. Many ROTC programs utilize a text prepared in 1980; there is an urgent need for a college-level work covering the last two decades and changes in the Navy's mission.**

A small committee of senior naval historians specializing in the late 20th century should be convened to address this need, either through a joint authorship or through a contract procedure.

- D. The Naval Academy History Department should ensure that each history major takes at least one upper division or independent study course in Naval History.**

An upper division (3rd or 4th year) Naval History course is not currently a requirement of history majors at the Academy. Such a requirement would not endanger the accreditation or standing of the department and would help develop historical consciousness among officers. Less than 10 percent of the midshipmen major in history, but that cadre should have an ensured exposure to more naval history.

- E. A course on Naval History and Heritage designed for popular usage should be developed by the Naval Academy or by CNET, or by the two working together, to be mounted as a Computer-Based Training (CBT) course.**

Using visual materials and advanced materials from existing courses, such a course should be made available to the general public as well as to active duty personnel. The course would serve several purposes: to enhance pride and identification with the heritage among those in the Navy, to aid in recruiting and retention, to help popularize naval history to the general public, and to expand a general naval history distance learning curriculum.

IMMEDIATE ACTION ITEMS SPECIFIC TO MUSEUMS

- A. The Navy should develop a Naval History Museum “Logbook” that includes all Navy museum “Ports of Call.”**

This “logbook,” like the “passport” utilized by the U.S. Park Service, could incorporate or have a separate section for historic ships. The logbooks would be registered at the Naval Historical Center. Visitors would receive a stamped identification at each museum for entry at each “Port of Call.” Such logbooks can be sold at each museum store and can offer the holder a discount on purchases at all the museum stores. Visitors who completed the milestone of visiting all ports of call within a designated region could receive recognition in the form of a collectable pin or other emblem.

- B. A new museum brochure should be designed and distributed to be used as a marketing piece for the current 10/11 Navy museums.**

The current brochure is not widely distributed and did not appear to be available at the various museums. The brochure must be printed and distributed in large quantities for public distribution at the various listed museums and made available on the Internet.

- C. All Navy museums should establish accepted museum professional standards and practices as a priority goal. This would ensure consistency throughout Navy museum operations.**

With the establishment of accepted museum professional standards and practices, it should be the goal of each Navy museum to achieve American Association of Museums (AAM) accreditation within the following five years. (Currently, only one Navy museum is accredited by the AAM. One other Navy museum is currently seeking accreditation.) The U.S. Navy should place professional credibility for its museums as a top priority. All the Navy museums should become members of the AAM and seek to raise their

professional profile. Meeting the accreditation standards of the AAM will require staff time for preparation and application fees of approximately \$3,000 for the initial review. However, such actions will quickly address the issue of consistency and professionalism in Navy museums.

D. General criteria should be adopted by all Navy museums to enhance visitor experience and provide direction for future growth.

The criteria should reflect the current state of the art in museum management and interpretation, ensuring appeal to the public on emotional, intellectual, aesthetic, and physical planes.

E. Navy museum directors would benefit from holding a three-day retreat to discuss and develop collaborative and cooperative efforts for fostering Navy museums with the general public and within the Navy.

This retreat should be mandatory for all museum directors and assistant directors and adequately funded by the U.S. Navy. A facilitator from outside the Navy system should be engaged to conduct this program. The development of guidelines suggested in the prior item could form the basis for preliminary discussion.

F. Conduct a survey of visitors attending Navy museums.

Everything a museum does is ultimately for the public benefit. Understanding the public's interests and concerns, likes and dislikes, and needs and wants is of critical importance in providing successful museums and services. Researching a museum's users and developing an understanding of a museum's market is important in meeting visitor expectations and needs.

G. Museums should take opportunities to hold Teacher Workshops.

Such workshops may coincide with teachers' requirements for in-service training and they can:

- Help teachers utilize the museum more effectively as a resource;
- Provide teachers with learning experiences that will aid them in their role as classroom teachers;
- Familiarize teachers with the museum and the Navy and their resources;
- Provide a positive experience for pupils during onsite tours;
- Give teachers an understanding of expectations on the part of the museum;
- Provide follow-up material for use in the classroom; and
- Create an effective conduit for more positive community relations.

H. The museums should identify additional non-school groups to target and provide educational learning opportunities to engage community groups.

- Begin educational learning opportunities with community, family, supporters, and tour groups.
- Bring the community into the mainstream of the museum's programming.
- Serve the citizens of the community and region who visit the museum.
- Respond to specific identified needs of the community visitor.
- Encourage family visitation.
- Work with community organizations.
- Involve the community in the planning process for programs through youth and adult advisory committees.

I. In planning for future growth of collecting, each Navy museum must set clear, rational, and appropriate goals.

It is important that Navy museums collect carefully and purposefully from outside sources. Such a deliberate approach will insure quality and diversity in collecting and prevent unwanted, unneeded, and unused objects from becoming a burden on the Navy.

A professional museum approach to acceptance of items must be put in place.

Acquisition committees should be established for each museum and for a central authority. Coordinating among the museums in this regard is essential.

J. Museums should survey and document current collections if they have not done so.

Recognition of proper documentation and adequate state of the art storage is necessary to insure professional standards of collection care. An inventory of current museum holdings and existing collection storage conditions and space needs to be conducted.

This survey will serve as the basis for future needs and funding. Sufficient funding and support to continue to collect, store, and maintain the Navy's collections are needed and should become a top priority.

Items for
Further Study

VI. ITEMS FOR FURTHER STUDY

A. RECORDS AND RESOURCES

- **The Navy should review the role of the Navy Library.**

The mission of the Navy's library system differs from the Navy's other information management organizations in a crucial way: Navy libraries are responsible for collecting and disseminating information that is produced *outside* the service rather than *by* Navy officers and personnel. The libraries face a different, but no less important, set of challenges and opportunities from the Navy's archivists and records managers. There is no consensus within the NHC as to who the Navy Library's customers should be, much less how best to serve them. The role of the Navy Library in supporting the DON CIO's Next Generation Library (NGL) initiative needs to be explicit.

B. EDUCATION

Although the Navy utilizes history at the Naval Academy, at the Naval War College, and in the institutions administered by the Chief of Naval Education and Training, these institutions need to explore ways to work more closely together and with the NHC and the proposed Chief of Naval History and Heritage both to improve how history is taught and to raise awareness of heritage and documentation issues within the Navy. The Navy should review undergraduate and graduate education in history within Navy institutions of higher learning. Thinking in time is not a simple matter of applying formulas. Some courses at both the USNA and the War College tend to place emphasis either on learning some basic factual material or examining historical cases for examples that pertain to policy, strategy, and decision making. Most of the courses are intellectually demanding and rigorous and do a very respectable job of achieving their objectives, but they tend not to emphasize issues fundamental to a thorough understanding of history:

- a) how to do individual independent historical research (methods)
- b) the significance of the generation and preservation of primary documentation (archival practices and procedures)
- c) the place of material culture in historical study (interpretation of artifacts, structures, and sites)

These four historical skills/orientations can be incorporated into the courses that exist with a change of emphasis; intellectually, current professors could handle these issues very well. Most students, even at the graduate level, do not get exposure to the methods and problems of independent research into primary documentation.

It should also be noted that opportunities to gain MA degrees in history and related fields are very limited at most duty stations. The difficulty of obtaining graduate training in history deserves further study, including liaison work with local colleges and universities to develop transferability of course work. Support for the career path of work in the social sciences and history among Navy leadership would enhance the number of candidates for officer-professor positions at the USNA.

- **Commands and shore establishments within the Navy need to develop their own histories, especially for the last 25-year period.**

The Navy should encourage programs to capture current history on more than an annual basis. This will entail evaluating records and archives, reviewing annual command histories, conducting oral history interviews with current and former officers, and generating reports that capture essential command decisions and serve to document decisions and implementation. Some reports would be book-length, covering fairly extensive periods. Some could be produced internally by the commands, some on contract with outside historians, and others through NHC studies. The need for these reports must be clarified and widely understood. The histories will:

1. Provide an understanding of evolution and adaptation to the post-Cold War world;
2. Establish the documentary record and paper trail of key orders and reports;
3. Identify specific personnel who are knowledgeable, generating further candidates for oral history interviews or exit interviews;
4. Serve as a vehicle for recognition of achievement;
5. Identify "lessons learned";
6. Help identify and share knowledge of actions, operations, procedures, and methods that were successful/efficient; and
7. Help in clarifying mission of units for others.

- **Media materials.**

The recruiting and retention command and the Chief of Navy Education and Training may wish to contract for historical services to assist in providing materials suitable for use in media presentations, in presentations for secondary school, in distance learning courses, and in current Navy education and training programs. The lack of material of a historical nature directed at minorities, women, and the enlisted ranks in general can be remedied by defining and establishing the internal market for such products. Illustrative material regarding Navy traditions, customs, uniforms, and practices is rich and should be readily available to instructors needing it for classroom purposes.

Displays of material with a historical emphasis can be developed and mounted in mobile form for transport to secondary schools and to shopping malls. The design of the contents should be sensitive to the interests of the target audience and should be of high quality. Recent history, including naval operations "other than total warfare" such as humanitarian missions, peacekeeping missions, scientific exploration, and asymmetrical warfare, can be highlighted through historical displays.

- **Support for Historic Naval Ships Association.**

The Navy should constitute an internal group to provide advice, counsel, information, historical interpretation, access to material support, and contacts to members of the Historic Naval Ships Association to facilitate their public outreach. This might be part of a larger relationship with the NGOs in creating a History Master Plan for the Navy.

- **Develop an inventory of the Navy's physical historical assets, including sites (shore establishments and near-shore battle sites), artifacts, ships, and monuments.**

Such an inventory could include underwater archeological sites as well. Developing such an inventory would entail a long-range basic research project. It could serve several purposes: research and scholarship; public information and education; preservation and restoration. Such applications of this knowledge base would be developed after the information is developed.

C. MUSEUMS. THE ORGANIZATION AND OPERATION OF NAVY MUSEUMS REQUIRE REVIEW.

An opportunity of significant potential exists in the creation of a world-class U.S. Naval Museum as anchor to the Southeast Center.

- **A full professional evaluation of a world-class museum is a first priority.**

A new facility can unify the disparate unit museums and address space needs for research facilities for archives, photographs, and Navy art. A new institution can effectively present the Navy's rich complexity and diversity of history, serve as a central and highly visible location to present the Navy's collective memory, and function as a major educational and resource center.

- **SECNAV Instruction 5755.1, issued in 1982 and re-issued in 1992, should be examined for possible revision to meet current needs.**

The instruction mandates the current system of foundation support, minimal command support, and central coordination. Coordination and professionalism have not met the spirit or the letter of the instruction, and the resulting diversity has not served the Navy well. Although the museums are operated by enthusiasts, often including professional staff members, the method of providing resources, the quality and level of presentation, and the degree of public outreach are not consistent.

- **Develop a plan to keep Navy museum exhibits current and to maintain a level of quality in presentation and interpretation.**

Exhibits age and, in doing so, show their age in relation to currently developing exhibition techniques. Navy museum exhibits need to be evaluated and updated. It is no longer sufficient for museums to present collections and information in a passive way.

- **Develop a strategic plan for museum education opportunities and programs.**

Education should be a primary purpose of all Navy museums and integrated into all museum activities. Through a long-term commitment to education, the Navy can better achieve recruitment and retention goals and garner and shape public support.

- **Develop a long-term plan for funding and staffing Navy museums.**

Funding and support of museums varies so much that some museums do not convey a sense that the Navy respects its heritage. Funding varies from support from local foundations and state aid through command support.

- **A central authority should be created.**

If a History Master Plan is adopted, the establishment of the central museum authority should be part of that plan.

Conclusion

VII. CONCLUSION

For the Navy to effect any fundamental change in the preservation, presentation, and recognition of its history, it must develop, in consultation with all naval history stakeholders, a History Master Plan. Such a plan must establish goals, priorities, and policies for the internal and external uses of naval history and heritage. Ownership of the Navy's history and heritage should reside with a senior flag officer empowered and resourced to lead and supported by a consortium of stakeholders.

The staff and mission of the Naval Historical Center and the Navy's educational institutions provide a solid foundation for strengthening the Navy's Basic History services. The Navy would be well served by fully utilizing the Basic History expertise already in place.

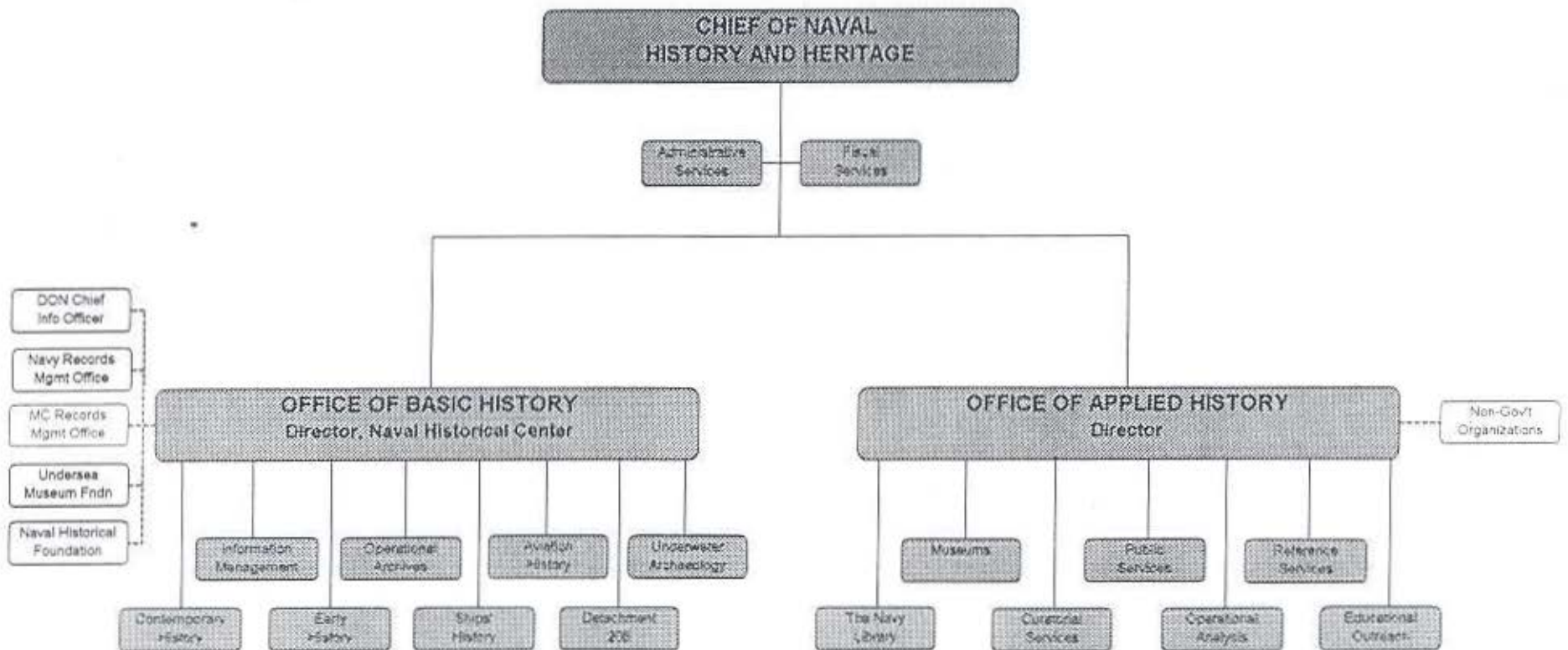
Although the Naval Historical Center has demonstrated some initiative in developing Applied History programs, these have not been the primary focus of the Center. We believe that the innovative application of history and heritage in the Navy can best be achieved through an Office of Applied History that concentrates on delivering timely historical services and products tailored to specific needs of all elements of the Navy.

Many long-standing concerns can be addressed with existing resources, with little disruption or cost, yet with great value to the Navy. Such measures can help to steer a future course to better utilization of historical resources of the Navy.

Nearly a century ago, the Great White Fleet brought the U.S. Navy to the attention of the world. The development and implementation of a Strategic Master Plan for History and Heritage in the Navy could have the effect of a virtual Great White Fleet and achieve the same recognition in our time.

APPENDIX A

DRAFT ORGANIZATIONAL STRUCTURE



U.S. DEPARTMENT OF ENERGY
Washington, D.C.

ORDER

DOE 1100.

D R A F T

5-18-88

SUBJECT: DEPARTMENTAL HISTORY PROGRAM

1. PURPOSE. To describe the Department of Energy (DOE) history program, and to establish policy and objectives for the preservation of historical records and the institutional memory of the Department and its predecessor agencies.
2. SCOPE. This Order applies to all Departmental Elements, and contractors performing work for the Department as provided by law and/or contract and as implemented by the appropriate contracting officer.
3. REFERENCES.
 - a. Department of Energy Organization Act, section 652, which authorizes the Secretary of Energy to accept gifts of real and personal property for purposes of aiding or facilitating the work of the Department.
 - b. DOE 1324.2, RECORDS DISPOSITION, of 4-1-81, which describes the Chief Historian's responsibilities for maintaining the Department's historical records; assigns responsibilities and authorities; and prescribes policies, procedures, standards, and guidelines for the orderly disposition of the records of DOE and its contractors.
 - c. DOE 1324.3, FILES MANAGEMENT, of 3-2-81, which provides guidance in filing DOE records.
 - d. DOE 1324.4, MICROGRAPHICS MANAGEMENT, of 11-2-83, which establishes policy and procedures for using, developing, implementing, and operating efficient and cost effective applications of micrographics technology in DOE, and which identifies the requirements for obtaining approval to destroy original records and substitute microfilmed records for them.
 - e. General Services Administration Bulletin Federal Property Management Regulation (FPMR) B-106 of 10-30-80 titled "Disposition of Personal Papers and Official Records," which summarizes requirements of Federal law and related regulations regarding the disposition of personal papers and official records.
 - f. National Archives and Records Administration (NARA) Management Handbook of 1987, "Disposition of Federal Records," which discusses effective archival and records disposition programs.

DISTRIBUTION:
All Departmental Elements

INITIATED BY:
Office of the Executive Secretariat

- g. HQ 1324.1A, RECORDS MANAGEMENT, of 6-8-87, which describes the Chief Historian's responsibilities for identifying and preserving records of historical value.
- h. Title 44, United States Code (U.S.C.), section 3301, which defines official records.
- i. Society for History in the Federal Government, "Principles and Standards for Federal Historical Programs," December 12, 1984, which establishes professional standards and ethics for history programs in the Federal Government.
- j. "National Archives and Records: Laws and Authorities and Their Implication," of 10-19-87, a report on NARA responsibilities for Federal records and related documentation.

4. BACKGROUND

- a. The history office was established by the AEC, "AEC History Program," AEC 972, of 7-30-57, and AEC, Meeting No. 1275, of 4-3-57. Subsequently, the history office was transferred to the Energy Research and Development Administration (ERDA) by AEC, "Disposition of the Commission's Official Files," policy session item SECY-S-75-33, of 12-24-74. AEC, "Minutes of Limited Attendance Session 75-24," of 12-30-74, transferred custody of the Commission's official files to the ERDA Chief Historian.
- b. In 1977, the History Division transferred to the Office of the Executive Secretariat, Office of Management and Administration, U.S. DOE. The records of the ERDA Administrator's Mail Facility and the Federal Energy Administration's Executive Communication records were placed in the custody of the DOE Chief Historian (MA-295). DOE 1324.2, RECORDS DISPOSITION, established the Chief Historian's responsibilities for Departmentwide records management and disposition.

5. DEFINITIONS.

- a. Historical Documents are those official non-current records of permanent value which have been determined by the Chief Historian to be essential to the DOE History Program in order to prepare the Department's official history and/or to maintain adequate institutional memory. The historical value of official non-current records is determined by the Chief Historian in accordance with DOE 1324.2, RECORDS DISPOSITION.
- b. History Projects comprise all activities involving research, writing, editing, interviewing, transcribing, describing, cataloguing, preserving, collecting, or exhibiting matters of historical interest to the Department. These include, but are not limited to, books, monographs, pamphlets, articles, charts, posters, chapters, descriptions, introductions, interviews, and other writings which are primarily historical in nature, and activities involving historic preservation and cultural resource management. These do not include historical introductions to reports, testimony, legal briefings, program descriptions, or other documents where the

historical component provides incidental background information and/or have no significant implication for policy direction.

- c. Institutional Memory is the recollection of past policies, programs, organizations, personnel, and related information concerning predecessor agencies and laboratories, their program offices, and activities.
 - d. Official Records as defined in 44 U.S.C. § 3301, include all books, papers, maps, photographs, machine-readable material, or other documentary materials, regardless of physical form or characteristics, made or received by DOE under Federal law or in connection with the transaction of public business and preserved as evidence of the Department's organizations, functions, policies, decisions, procedures, operations, or other activities, or because of the informational value of the data they contain.
 - e. Oral History is the record or transcript of an interview with a Departmental official, former official, government employee, contractor, or other person conducted in conjunction with a history project. Such records or transcripts, and all pertaining literary rights, are presented as gifts to the Department in accordance with section 652 of the Department of Energy Organization Act, or to NARA in accordance with 44 U.S.C.
6. POLICY AND OBJECTIVES. It is Departmental policy to establish a history program which writes the official history of the Department and its predecessor agencies, creates and maintains the Department's historical archives, and provides institutional memory for the Department, its laboratories, and contractors. The objective of the history program is to record the Department's official history and to create and maintain an historical archives useful for decision-makers who must evaluate current and proposed policies within a framework of Departmental precedent. As requested, the History Division prepares special policy-related studies and provides the Office of the Secretary and Secretarial Officers essential historical information. While maintaining the history program, the Department adheres to the "Principles and Standards for Federal Historical Programs," as described by the Society for History in the Federal Government.
7. RESPONSIBILITIES AND AUTHORITIES.
- a. The Director of Administration (MA-2) through the Director, Executive Secretariat (MA-29). Prescribes and manages the Departmental history program.
 - b. Chief Historian (MA-295).
 - (1) Writes histories of major DOE policies and programs, including the histories of predecessor agencies.
 - (2) Provides institutional memory for the Office of the Secretary and Secretarial Officers.
 - (3) Prepares pamphlets, monographs, articles, chronologies, bibliographies, and special studies of importance to the Department.

- (4) Provides professional liaison for purposes of administering the history program between the Department, NARA, other Government history offices, and professional and academic groups.
- (5) Determines the historical value of non-current records.
- (6) Authorizes all history and archival projects conducted by the Departmental Elements and contractors, and approves all work products.
- (7) Accepts, on behalf of the Secretary, gifts of oral history tapes and transcripts, personal papers, and other historical artifacts and materials when such gifts facilitate the mission of the Department and the objectives of the history program.
- (8) Approves the disposal of original records after they have been microfilmed to assure that documents of intrinsic historical value are not destroyed.
- (9) Maintains DOE historical archives and energy history collection, and reviews DOE Form 1324.10 to identify records of historical importance. Such records may be transferred to the custody of the Chief Historian at Headquarters or may be maintained in special collections in field offices or elsewhere as part of the DOE historical archives.

c. Heads of Departmental Elements.

- (1) Assure that file custodians develop and maintain systems which facilitate the identification and preservation of records of historical value. Those records created in the field having historical value should be identified on a DOE Form 1324.10, "Records Inventory and Disposition Schedule." This completed form should be forwarded to the DOE Chief Historian for review and further disposition instructions.
- (2) Assure that files are routinely retired according to the provisions outlined in DOE 1324.2 and HQ 1324.1A.
- (3) As necessary, consult with the Departmental Records Officer (MA-213) in distinguishing official records from personal papers, and coordinate with the Chief Historian to determine the historical value of records.
- (4) Coordinate all history and archival projects, including contracted projects, with the Chief Historian for authorization and approval.