

PULL TOGETHER

Newsletter of the Naval Historical Foundation

OUTREACH!



Happy 100th U.S. Navy Reserve!

Also in the issue: Welcome Aboard Rear Admiral Sam Cox, pp. 3-5; Washington Awards Dinner, pp. 6-7; Partner Profile: Pritzker Military Museum and Library, p. 9; News from the Naval Historical Foundation, p. 10; Annual Report, pp. 11-14.

Message From the Chairman



The theme of this edition of *Pull Together* is the growing number of outreach activities that aim to educate the general public on aspects of our great naval heritage. An alliance of partners is helping to make these activities happen.

Again in 2015 we offer many opportunities for members to discuss, share, and be a part of naval history. On April 15, the NHF is partnering for two member events. Once again at the Washington Navy Yard, we are joining with the Naval Submarine League to cohost the annual Submarine History Seminar, which will focus on the submarine-launched ballistic missile partnership this nation has maintained with Great Britain for a half a century. Meanwhile at Fraunce's Tavern in New York, we will join with the local Navy League Council to honor Commo. Dudley W. Knox medal recipient Craig Symonds who will receive the John Barry Book Prize for his publication of *Operation Neptune*.

A week later, on April 23, we gather with the National Maritime Historical Society for our joint Washington Awards dinner at the National Press Club where I will join with retired Coast Guard Commandant Robert Papp to present CNO Adm. Jonathan Greenert with our Distinguished Service Award. May will offer another membership engagement opportunity on the West Coast as we will host a reception during the 2015 North American Society for Oceanic History conference on May 14 at Monterey, Calif. On June 20, we will host our annual meeting at the Washington Navy Yard where we will announce the recipients of the 2015 Commo. Dudley W. Knox Medal. Our annual meeting's David Leighton Lecturer will be our own Dr. Dave Winkler, author of the well-received *Ready Then, Ready Now, Ready Always* centennial history of the Navy Reserve.

On the evening of September 18 we will conclude the McMullen Naval History Symposium at the Naval Academy with the Naval Historical Foundation Awards Banquet where we will present the Knox Medals to this year's recipients. Finally, on October 16 and 17, we are joining with our sister-service historical foundations to cohost "Violent Skies: The Air War over Vietnam" at a venue here in the nation's capital.

Though nothing beats face-to-face interactions, we continue to maintain robust relationships through our online book-review program, blogposts, and social media. Of note, our digital historian, Matt Eng, reports the highest percentage of our Facebook and Blog followers are in the 25 to 34 age group, of which nearly half are women. To gain even more "clicks" to www.navyhistory.org and www.usnavymuseum.org, we are developing a close relationship with the Chicago-based Pritzker Military Museum and Library, which I toured myself last August.

Of course our biggest partner remains the Naval History and Heritage Command. Congratulations to Rear Adm. Sam Cox for his selection as Director of Naval History. We look forward to continuing our relationship with him and his staff.

Bruce DeMars

OPENING BROADSIDE!

Introductory Remarks from the New Director of Naval History

By Rear Adm. Sam Cox, U.S. Navy (Retired)

It is my great honor and privilege to have been appointed as the Director of the U.S. Navy's Naval History and Heritage Command (NHHC), as well as the 14th Director of Naval History and Curator for the Navy. Having served for 37 years on active duty, I am greatly appreciative of the opportunity to continue serving our nation, doing something I have been deeply passionate about for as long as I can remember: the history of the United States Navy.

Before going further, I would like to express my profound gratitude to the leadership and members of the Naval Historical Foundation, past and present, for all you have done to further the preservation and presentation of U.S. naval history over the course of many years, including your superb support of the exceptionally fine National Museum of the United States Navy at the Washington Navy Yard. I truly look forward to working together with the Foundation as we build on the success that has come before, so that we may share this extraordinary history with future generations.

Taking This Job

As I reluctantly prepared for retirement, the facilitators of the Transition Assistance Program made the attendees identify our postretirement "dream job." I am pleased to report that I am now in it. The job opening was serendipitous, and the eight-month hiring process was rather trying, but I am exceedingly



happy that it worked out. I joined the Navy in the first place because of my love of naval history that predated my time in kindergarten, and I can think of no better way to finish out my career in the Navy.

I took this job because I truly believe that history has an important role in enhancing the warfighting effectiveness of the U.S. Navy, by passing on hard-won lessons, fostering unit combat cohesion, and garnering the continued support of the American people. I share the following passage from my "Command Philosophy" that I provided to all the members of the Naval History and Heritage Command because it is from my heart and states as clearly as I can why the mission of this command is so important, and why history is so important to the U.S. Navy:

Accomplish the Mission

At every memorial service for Sailors fallen in battle or lost at sea, we, the Navy, make a solemn promise to them and their families that we will remember their sacrifice. Thousands of Navy service members have perished or been wounded in conflict. Many more have served at great personal cost in an inherently dangerous environment that even in the best of times is unforgiving of errors and hard on families. We have a moral obligation and a professional duty to ensure that the great sacrifices of all who have served in the Navy are not forgotten. As a military service in a democracy, the Navy is accountable to

Cover: The Navy Reserve Turns 100!

Adm. Jonathan Greenert and Chief of Navy Reserve Vice Adm. Robin Braun. Dr. Lundeberg participated in the V-12 program at Duke University and eventually received his Naval Reserve officer commission through the Midshipman School at Columbia University. He was assigned to the destroyer escort *Frederick C. Davis* which was torpedoed in the Atlantic by a German U-boat two weeks before V-E. Day in 1945. Lundeberg's story is one of many told in Dr. Dave Winkler's *Ready Then, Ready Now, Ready Always: More Than a Century of Service by Citizen Sailors* that can be ordered via the Naval Historical Foundation's website www.navyhistory.org.

Both Adm. Greenert and Vice Adm. Braun will attend the National Maritime Historical Society-Naval Historical Foundation Washington Awards Dinner as the CNO will receive the first Naval Historical Foundation Distinguished Service Award and the Chief of Navy Reserve will present the National Maritime Historical Society Distinguished Service Award to philanthropist H.F. "Gerry" Lenfest who retired from the USNR as a captain. (U.S. Navy photo by Mass Communication Specialist 1st Class Nathan Laird/Released)

the citizens of the United States. We owe the American people an accurate and truthful accounting of what has been done with their tax dollars and, more importantly, what has been done with the lives of their sons and daughters entrusted to the Navy's care.

The history of the U.S. Navy is filled with victories and triumphs. But there are also defeats, accidents, and errors of judgment, many of which have cost lives. Yet even in the darkest of times there is heroism and courage, physical and moral, that deserve to be remembered, as well as lessons learned at great cost. So long as others don't die because those lessons have been forgotten, then those who died in tragedy will not have died in vain. As a junior officer in an aviation squadron I was told that the pages of NATOPS (Naval Aviation Training and Operations Procedures Standardization) are written in blood; I believe that to be true and that it is important to remember the lessons as well as whose blood. We have an obligation to preserve our hard-won lessons, good and bad, so that they may improve the future warfighting effectiveness of the U.S. Navy.

It is well known that in the heat of battle, Sailors (like all warriors) fight not for lofty principles or grand strategies but rather to not let their shipmates down. This intangible "unit cohesion" or "esprit de corps" or "band of brothers – and sisters" (whatever you want to call it) is critical to success in combat; it is honed in the crucible of training and experience but rests on a foundation of the legacy of all who have served before. I believe that leaders today and tomorrow will make better decisions knowing that they are upholding the honor of the likes of Ernest Evans, John Waldron, and many others, who, when faced with overwhelming odds and a desperate situation, chose to attack rather than flee, putting the good of the nation they served above their personal careers and even survival. Putting the good of the nation, the service, and our personnel above all else is the only way to ensure that our Navy does not go the way of every great navy that has preceded ours—into decline.

Our mission to preserve, protect, and disseminate the history of the people who have served in the U.S. Navy ensures the Navy keeps its promise to those who made the ultimate

sacrifice. What we do is important. It matters. And it will make a difference in the future success of the United States Navy.

Although I am now a member of the Senior Executive Service and not an active-duty flag officer, I see no difference in my duty to do my utmost to accomplish the mission assigned to this command, and that is exactly what I intend to do, and what I expect the members of NHHC to do. Whether we are fully resourced or not, nothing changes our obligation to do our duty to the best of our ability. In this time of extremely tight budgets, the continuing support of the Naval Historical Foundation, financial or moral, will be all the more important to the ability of NHHC to accomplish our mission.

Background

On July 6, 1976, I first raised my hand and took the oath to support and defend the Constitution of the United States as a midshipman at the U.S. Naval Academy. My grandfather had enlisted in the Navy at the very end of World War I, serving on the battleship USS *Idaho* (BB 42); he then came back in as a Chief in the Seabees fighting in the Pacific campaign on Bougainville and Guam. My father enlisted in the Navy and served in the waters off Korea during that conflict on board the repair ship USS *Hector* (AR 7). My father's cousin, Private Robert Ortiz, USMC, was awarded a posthumous Navy Cross on Iwo Jima. Service was just something our family did, and I never really gave serious consideration to doing anything else.

My father and grandfather both passed on a love of naval history. Before I was in kindergarten, my father used to drill me on a couple hundred ship recognition silhouettes he'd made as a draftsman in the Navy (a skill that served me later as a Naval Intelligence Officer). For sneaking into the bushes to read my dad's 1942 *Jane's Fighting Ships* unsupervised, and getting caught because I got dirt in the pages, my dad barred me from watching several rerun episodes of the TV show *Victory at Sea*, a punishment to this day I recall as being cruel and unusual. In the first grade I went from *Clifford the Big Red Dog* to *The How and Why Wonder Book of World War II* to *Rising Sun in the Pacific*, volume 3 of my father's set of Rear Adm. Samuel Eliot Morison's *History of United States Naval Operations in World War II*. By the time I was in the fourth grade I'd read all 15 volumes.

Other kids had sports heroes. Mine was Cdr. Ernest Evans, a Native American, skipper of the destroyer USS *Johnston* (DD 557) at the Battle of Leyte Gulf, who looked



Rear Adm. Sam Cox, then-Commander of the Office of Naval Intelligence, renders a final salute to legendary Intelligence Officer, Rear Adm. Donald M. "Mac" Showers, USN (Ret.), at Arlington National Cemetery in April 2013. Ensign Showers was a member of Cdr. Joe Rochefort's Intelligence and Code-breaking team that was critical to U.S. Navy success at the decisive Battle of Midway in June 1942. Later in the war, Mac served as an Intelligence briefer for Fleet Admiral Nimitz and eventually became a two-star admiral and Director of Naval Intelligence.

out from his bridge at dawn and was surprised to see four Japanese battleships, eight heavy cruisers, and numerous destroyers racing right at him. With practically nothing between him and the heavily laden sitting-duck troop transports of MacArthur's invasion force, without waiting for orders, he ordered the helm over and charged the Japanese, with his 5-inch guns blazing, scoring over 40 topside hits on Japanese cruisers and putting a torpedo into one, before the inevitable. But in sacrificing his ship, most of his crew, and his life, Earnest Evans set an example of incredible resolve, followed by many others that horrible day, that turned an almost certain catastrophe into a hard-fought victory. It was never my goal to earn a posthumous Medal of Honor like Ernest Evans. I just wanted to be part of the history of it, and that is why I joined the U.S. Navy.

I was lucky enough to be allowed to major in history at the U.S. Naval Academy. During my time there I believe I can lay claim to two records: I am at least tied for fewest demerits (zero) and I may have the most time spent (legally) "over the wall." Most of my senior year I spent buried in the Operational Archives at the Naval Historical Center at the Washington Navy Yard doing research for my Trident Scholar thesis, "U.S. Naval Strategy and Foreign Policy in China: 1945-1950," which won the Trident Prize in 1980. (Technically, the Trident Committee deadlocked and gave out two prizes that year; having given the prize the year prior to the English major, awarding the prize two years in a row to a "Bull Major" was probably more than the committee could bear.) I also received the Colonial Daughters of the 17th Century Prize for standing highest in the history major. Although I am a strong proponent of STEM (science, technology, engineering, math) education, I also believe the skills I learned as a history major served me exceedingly well throughout my career. I have noted to many audiences that the number of calculus problems and differential equations I have had to solve since graduation is precisely zero. The number of reports, papers, and briefings I have researched, written, presented, and defended is a very high number indeed. I believe the taxpayers got their money's worth from my history education.

Later in my career, I attended the U.S. Army Command and General Staff College at Fort Leavenworth and earned a master's degree in military art and science with a history thesis entitled "The China Theater, 1944-1945: A Failure of Joint and Combined Operations Strategy," which was a prequel of sorts to my Trident thesis. I also took the extra course required to earn a U.S. Army designation as a Military Historian ("5X").

The rest of my career did not allow for any further formal history education, but the nature of my job as an Intelligence Officer gave me a ringside seat to some of the most significant events in naval history in the past 30 years. Some of these included intelligence strike planner and briefer for then Rear Admiral Tuttle (CTF60) on board the USS *Dwight D. Eisenhower* in the eastern Mediterranean in the immediate aftermath of the Marine barracks bombing in Beirut; intelligence briefer to the Chief of Naval Operations during the climax of the Cold War (1984-1987) and combat with Libya; current intelligence briefer and Iraq analyst for then Vice Admirals Mauz and Arthur in the Persian Gulf during Desert Shield and Desert Storm; officer-in-charge of the U.S. Atlantic Command Joint Intelligence Center during the Haiti Intervention (1993-1994); Intelligence Officer for the *Theodore Roosevelt* Battle Group during

the Kosovo combat operations and strikes in Iraq in 1999; Intelligence Officer for Vice Admiral Moore in Bahrain during the USS *Cole* attack and on 9/11 and the initial combat operations in Afghanistan; the first Intelligence Officer to serve as a Senior Fellow on the CNO Strategic Studies Group; Commander of the U.S. Central Command Joint Intelligence Center during critical phases of the wars in Iraq and Afghanistan (2004-2007); leader of the multinational intelligence team sent to assist in the investigation of the sinking of the South Korean warship *Cheonan* in 2010; and Director of Intelligence (J2) for U.S. Cyber Command. I finished my 33 years of commissioned service in three simultaneous jobs: Director of the National Maritime Intelligence-Integration Office (reporting to the Director of National Intelligence), Naval Intelligence Community Leader, and Commander of the Office of Naval Intelligence.

My point in the litany above is that I have had the privilege to participate in the making of history, much of it involving providing intelligence to naval and joint forces engaged in combat operations. I intend to bring the same mindset and urgency to this command in using the power of naval history to enhance the warfighting effectiveness of the U.S. Navy. By doing so, I believe I can best honor the legacy of all those who have come before and who have made such great sacrifices to make our Navy today the greatest in history. It is my job, and the job of this command, to help keep it so.

Looking Forward

Those who have been following closely will know well the great challenges that NHHHC has faced over the past decades. With austere fiscal climates and immense operational requirements, Navy leaders often had to make tough decisions that adversely impacted the preservation and presentation of our great naval history. Nevertheless, everyone should know that under the leadership of our current CNO, Admiral Greenert, and of recent Directors of the Navy Staff, especially the most recent, Vice Admiral Swift, NHHHC received significantly increased personnel and financial resources, resulting in great progress across the entire NHHHC enterprise, including our museums. NHHHC has also been able to mitigate many of the worst facilities issues that were imperiling the preservation of our history. If you haven't visited one of our museums recently I encourage you to do so; the improvement is substantial. Much more work still needs to be done, in a fiscal environment that is not conducive to progress, but I gladly accept that challenge because I believe so much in the mission of this command.

Although I am having a blast exploring the great collections in NHHHC, the best part of this job is the opportunity to work with the many extraordinary, dedicated, and passionate professionals who make up the NHHHC workforce in Washington and across the country. We have many amazing people who are committed to the success of NHC's mission. I am also grateful to the many other people who are active in the Foundations that support all of our museums; our mission would be so much more difficult without your help. Thank you.

Rear Adm. Cox's full biography can be found at <http://www.secnav.navy.mil/donhr/About/Senior-Executives/Biographies/Cox,%20S.pdf>

THE NAVAL HISTORICAL FOUNDATION PARTNERS WITH THE NATIONAL



We are pleased to invite you to join us for the Washington Awards Dinner, in partnership with the National Maritime Historical Society (NMHS), on Thursday, 23 April, at the renowned National Press Club across from Pennsylvania Avenue. This is a festive gathering of the maritime community to recognize the contributions of three esteemed honorees to our maritime heritage and maritime industry. It is an auspicious year; 2015 marks the centennial of the U.S. Naval Reserve and the office of Chief of Naval Operations, as well as the 100th anniversary of the joining of the Revenue Cutter Service and the Lifesaving Service to form the United States Coast Guard. Chairing

the dinner will be **Dr. William S. Dudley**, a distinguished naval historian and author on the boards of both NMHS and NHF, and **CAPT James A. Noone, USNR (Ret.)**, managing director of Mercury Public Relations and a director of the Naval Historical Foundation. Distinguished yachtsman, author, television commentator, past president of US Sailing and president of the National Sailing Hall of Fame **Gary Jobson** will be master of ceremonies, and the **US Coast Guard Academy Cadet Singers** will be performing.

Harold F. “Gerry” Lenfest

A graduate of Washington and Lee University and Columbia Law School, Mr. Lenfest served in the US Navy aboard destroyers, retiring with the rank of captain. He went on to practice law, eventually joining Triangle Publications, Inc., as associate counsel in 1965. He was placed in charge of Triangle’s communications division; in 1974, Mr. Lenfest formed a new company, which purchased two of Triangle’s cable companies, and grew the company to one of the nation’s top cable television companies before its acquisition by Comcast in 2000.

Gerry Lenfest is a dedicated philanthropist; his projects range from the Lenfest Ocean Program, funding research about ocean sustainability and fisheries, to education programs and cultural institutions. His donation of \$5.8 million to the SS United States Conservancy enabled that organization to purchase the famed ocean liner, which they plan to restore and adapt to a multiuse venue and museum space celebrating its history. This past year he, along with Bob Hildreth, committed \$2.8 million to restore the historic schooner *Ernestina-Morrissey*. This is one of America’s most important ships and one the Society has been instrumental in saving, which makes us particularly honored to be able to recognize Mr. Lenfest. For his invaluable support of historical organizations, our oceans, and the vessels that carry our maritime history, we will be recognizing Mr. Lenfest with the NMHS Distinguished Service Award. Mr. Lenfest served as a reservist in the US Navy, where he learned to get along with people of widely varying backgrounds, to value integrity, and to reward good performance—sterling elements of character which help explain his personal success. The award will be presented by **Chief of Navy Reserve VADM Robin Braun**.



COURTESY GERRY LENFEST



NAVAL HISTORICAL FOUNDATION

Silent Auction

We hope you will join us in celebrating the Washington Awards Dinner by participating in this year’s silent auction, which gives maritime enthusiasts a chance to own and experience unique nautical pieces, rare maritime art, insider tours and luxurious resort get-aways while supporting the Society and making it possible for us to continue our work honoring esteemed contributors to our maritime legacy. For complete information on all the offerings, including this original of *Macdonough’s Victory on Lake Champlain*, printed in 1814 and generously donated from the Naval Historical Foundation collection, please visit www.seahistory.org. You can even start the bidding early!

Macdonough’s Victory on Lake Champlain

MARITIME HISTORICAL SOCIETY TO HOST A GALA IN OUR NATION'S CAPITAL

ADM Jonathan Greenert, USN

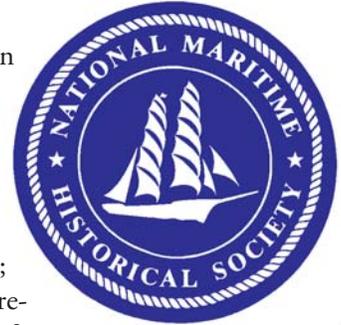
A native of Butler, PA, Jonathan Greenert graduated from the United States Naval Academy in 1975, completing his studies in nuclear power for service as a submarine officer. His assignments as a submariner include USS *Flying Fish*, USS *Tautog*, Submarine NR-1, USS *Michigan*, and USS *Honolulu*. His fleet support and financial management positions include Deputy Chief of Naval Operations for Integration of Capabilities and Resources; Deputy Commander, US Pacific Fleet; Chief of Staff, US 7th Fleet; Head, Navy Programming Branch; and



US NAVY PHOTO

Director, Operations Division Navy Comptroller; and Vice Chief of Naval Operations. He is the recipient of the Distinguished Service Medal, the Defense Superior Service Medal and Legion of Merit, and the Vice Admiral Stockdale Award for inspirational leadership.

Admiral Greenert became the 30th Chief of Naval Operations (CNO) on 23 September 2011. He is a member of the Joint Chiefs of Staff, and is a principal advisor to the president and the secretary of the navy on the conduct of war and activities of the Department of the Navy. The year 2015 marks the centennial of this position, created in 1915 by Congress to streamline the organization of the US Navy and create an organizational structure more closely resembling that of the US Army. Admiral Greenert has been a strong promoter of this country's navy and its history, particularly in the commemoration of the navy's role in the War of 1812. Admiral Greenert will receive the inaugural Naval Historical Foundation Distinguished Service Award, which will be presented to him by **Admiral Robert J. Papp Jr., USCG (Ret.)**, former commandant of the Coast Guard, and **Admiral Bruce DeMars, USN (Ret.)**, in recognition of his service and in honor of the centennial of the office of Chief of Naval Operations.



Senator Barbara Mikulski (invited)

A native of Baltimore, Barbara Mikulski earned a BA from Mount St. Agnes College and an MSW degree from the University of Maryland School of Social Work. Starting out as a social worker, she was first elected to the Baltimore City Council, where she served for five years. She then ran successfully for Congress and then the US Senate, where she has served since 1987. Senator Mikulski was the chair of the Senate Appropriations Committee from December 2012 until this past January, when she became vice-chair. Throughout her career, Sen. Mikulski has been a strong supporter of the maritime industry of the port of Baltimore, as well as an advocate for the environmental protection of the Chesapeake Bay. For these efforts, Sen. Mikulski will be recognized with the NMHS Distinguished Service Award.



SENATE.GOV

During the evening's reception and silent auction, guests will get a wonderful view of the White House as they mingle with other members and check out and bid on the maritime-themed items and excursions available through the auction. Tickets start at \$250 and there are many sponsorship opportunities available. The evening starts at 6PM and the dress is business/cocktail. Contact nmhs@seahistory.org or 914-737-7878 ext. 0 for more information or to reserve your place at the event.

NMHS has taken a block of rooms from 22–25 April at the **Loews Madison Hotel** at 1177 15th St. NW, Washington, DC, for \$289 per night, plus taxes with complimentary in-room internet access. *You must reserve by Monday, 23 March.* You can book a "deluxe king" or "deluxe two queens" room for one or two people at this rate. Deluxe two queen rooms are limited and cannot be guaranteed. Phone the Loews reservations office at 1 (855) 325-6397 and ask for the **National Maritime Historical Society** rate. If you choose to park your car at the hotel, the current parking fee is \$50 per night (this fee includes taxes and can be charged to the room).

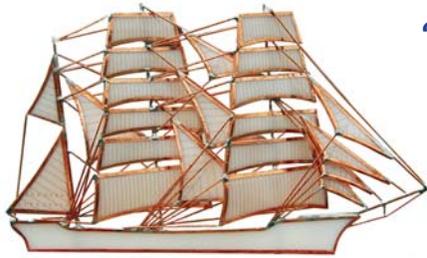
—Burchenal Green, National Maritime Historical Society President

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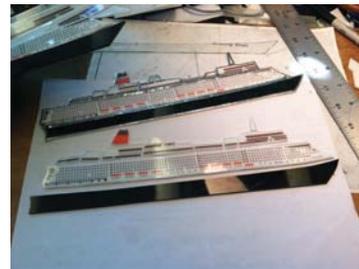
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“My office is filled with glorious maritime memorabilia, and the first item people comment on is the captivating Ships of Glass replica of the whaleship *Charles W. Morgan* on my desk. Don Hardy is an extraordinarily talented artist, and his glass models are classy representations of our most beloved ships.” —Burchenal Green, NMHS President

PARTNER SPOTLIGHT— Pritzker Military Museum and Library

This is the first in a series of articles highlighting the various Naval Historical Foundation partnerships around the country. Thanks to a generous grant from the Tawani Foundation for NHF Digital Outreach, we are starting the series with the Pritzker Military Museum and Library in Chicago.

Chicago's Pritzker Military Museum and Library (PMML) was founded by former Army National Guard Col. Jennifer N. Pritzker, ARNG (Ret.). Ms. Pritzker also founded the Tawani Foundation, which offers a variety of grant opportunities to PMML and institutions around the country for the preservation of military history and heritage (the NHF is a recent recipient of a 2014 Tawani grant for digital outreach in naval history).

PMML opened its doors to the public in 2003. The mission of the institution remains dedicated to the study of "the citizen soldier as an essential element for the preservation of democracy." The museum and library's original site was located north of its current residence near Chicago's historic Navy Pier. It is currently housed in a fabulous building overlooking Lake Michigan on the edge of the city's central business district. Like the NHF, PMML is directly supported by donations and membership.

President and CEO Kenneth Clarke runs the museum and library. Clarke has a long and distinguished history working with various non-profit, educational, and cultural organizations throughout the Midwest.

PMML offers a variety of quality programs to the general public, the most impressive of which is the Hold Oral History Program. Pritzker offers military veterans of all branches a place to tell their story of service and

sacrifice. Since the program began, over 70 oral history interviews have been collected and are available for download on PMML's website.

The museum's library on the second floor boasts over 45,000 volumes of military history in its collection. It is a bibliophile's dream. In addition to the volumes available on display, the library also has over 3,000 volumes of rare books and periodicals in its special collection. PMML runs a thriving book club throughout the year. Many of today's most notable

related to the USO of Illinois' *U-505* Naval History Program. CPO selectees research the history and artifacts related to *U-505* and its correlation to naval leadership. The program is the first of its kind in the United States. NHF Chairman and Chicago native Adm. Bruce DeMars, USN (Ret.) had the chance to talk with some of the Chief selects during the program on a visit to PMML last summer.

Currently, the Museum is showcasing "SEAL: The Unspoken Sacrifice," a U.S. Navy SEAL exhibit featuring photography and special artifacts on loan from the Navy SEAL museum in Fort Pierce, Fla. Pritzker's exhibit also includes a collection of rare books drawn from the library's impressive collection.

Digital Content Developer Matthew Eng recently visited Pritzker Military Museum and Library last month to tour the facilities and converse with staff. The weather outside was cold, but the recep-

tion from staff and volunteers inside was very warm. Eng spent several hours viewing the various facilities that comprise PMML. Eng spent the day with Megan Williams, Pritzker's director of external affairs. Williams is a former Navy journalist and Midwest native. She is an excellent resource for moving forward with the Tawani grant. Eng even had a chance to view some rare books within the library's special collections. It was a rare and unique chance for Eng to glimpse our nation's military past through one of the country's most valuable collections.

A special thanks to Megan Williams for showing Matt Eng around on a cold day in the Windy City. The Pritzker Military Museum and Library website can be found at www.pritzkermilitary.org.



One of PMML's exhibit rooms.

authors of military history and policy are invited to speak at the museum about their scholarship each month. The Pritzker Literature Award, given each year since 2007, recognizes the lifetime achievements of authors who have significantly contributed to the understanding of American military history and military affairs. Recipients are given a citation, medallion, and cash prize of \$100,000. Past recipients include Tim O'Brien, Max Hastings, and James McPherson.

PMML also works closely with local military in the Chicago area, including sailors at nearby Great Lakes Naval Station. PMML partners with the Museum of Science and Industry and the Tawani Foundation to support the training of Naval Station Great Lakes' Chief Petty Officer (CPO) selectees by hosting a series of activities



NHF Staff Relocated to “Swing Space”

With the installation of new heating and air conditioning and other improvements slated for the 19th-century headquarters for the Naval History and Heritage Command and tenant NHF, the NHF has been moved elsewhere within the Washington Navy Yard for an approximate six-month period beginning in late March 2015.

Knox Medal Nominations due April 30, 2015

The NHF will be convening a selection committee in May to consider nominations for the Dudley W. Knox Medal in recognition of achievement in the field of naval history. Previously selected nominees include James C. Bradford, Phillip K. Lundeborg, and William N. Still, who were honored at the McMullen Naval Academy History Symposium in 2013, and William S. Dudley, John B. Hattendorf, Harold D. Langley, and Craig L. Symonds, who were recognized at the 10th Maritime History Conference in Norfolk last September.

The selection committee will review previous and additional nominations of worthy candidates. Criteria factoring into the selection process is the individual’s body of historical scholarship, mentorship of future naval

historians, and leadership in naval/maritime/military heritage organizations. The online nomination form can be found on the NHF website at <http://www.navyhistory.org/programs/prizes-and-awards/>. For questions on the nomination process contact the committee secretary, Dr. Dave Winkler, at dwinkler@navyhistory.org. Recipients of the medal in 2015 will be announced at the NHF annual meeting to be held on June 20 at the Navy Museum. As in 2013, the medal presentation will be conducted at the McMullen Naval History Symposium to be held at Annapolis on September 17-18.

Violent Skies: The Air War over Vietnam

More than a half-century has passed since the United States began its long military engagement in Southeast Asia. During the 50th anniversary of that conflict, between 2015 and 2025, four military historical nonprofit organizations representing each service branch—the Air Force Historical Foundation, the Army Historical Foundation, the Marine Corps Heritage Foundation, and the Naval Historical Foundation—intend to sponsor conferences involving scholars and veterans from around the world to provide historical context to gain a better understanding of the service and sacrifice of the Soldiers, Sailors, Marines, Airmen, and Coast Guardsmen who fought that war.

Accordingly, the four non-

profit partners intend to focus initially on the air war over Vietnam by hosting **the first conference** in the national capital region on Thursday and Friday, October 15 and 16, 2015, with the potential to extend to Saturday, October 17. Other military and veteran-related organizations will be contacted to support, publicize, and cosponsor the event. Venue and registrations details will be announced by May 2015.

Scholars and veterans have been and are encouraged to submit panel and paper proposals about the air war over Vietnam to the Naval Historical Foundation (dwinkler@navyhistory.org), as program organizer, by April 30, 2015. Those proposing a symposium presentation should submit a 250- to 400-word paper abstract and a curriculum vitae or short autobiography. Panel proposals are welcome as well; please include a panel objective statement in addition to paper abstracts and CVs/bios.

The symposium will run on a standard flow and timeline, with plenary and concurrent sessions to accommodate a wide variety of topics and issues. Commentary from American and international scholars and veterans, including Vietnamese émigrés, will provide insights. Veterans are also encouraged to contact the program chair about commentary or personal narrative roles that could contribute to the panels’ success. Paper and panel topics may involve any aspect of American aviation involvement in the Vietnam War.

NAVAL HISTORICAL FOUNDATION 2014 ANNUAL REPORT



On behalf of the Naval Historical Foundation's (NHF) board of directors and staff, I want to add my congratulations to Rear Adm. Sam Cox on his selection as Director of Naval History. We look forward to working with him and his staff at the Naval History and Heritage Command.

At the December board of directors meeting, Vice President Martin J. Bollinger provided our board with an insightful analysis of NHF mission and funding shifts over the past decade. A summary of that presentation on the following two pages constitutes the core of this annual report.

As discussed in Mr. Bollinger's presentation, 2014 proved transitional as we shifted to broaden our activities beyond the walls of the Washington Navy Yard. Indeed, 2014 could be dubbed "NHF on the waterfront" as we were involved in three events in Norfolk and another in San

Diego. Working with Nauticus and the Hampton Roads Naval Museum, we supported the Brick-by-Brick Lego Ship program in February that engaged hundreds of youth; we hosted a program in May to celebrate the 50th anniversary of Operation Sea Orbit—the circumnavigation of the globe by Nuclear Task Force One; and in September we co-chaired the 10th Maritime Heritage Conference that attracted hundreds of maritime and naval history professionals. On the West Coast in San Diego last August, we facilitated the award of two Vietnam War Air Medals on the flight deck of retired aircraft carrier *Midway*. To stage these events, we appreciate the support of our members and donors, who sustain our mission to *preserve and honor the legacy of those who came before us as well as educate and inspire the generations who will follow*.

During our annual meeting in June we saluted Ambassador J. William Middendorf for his four decades of service on the board and elevated him to "Director Emeritus." Our Holloway Society continues to grow as we welcomed aboard a total of 15 members during the inaugural year of this prestigious donor group.

During my third year as president, the NHF continued its success by working with organizations with like-minded objectives. For example, NHF partnered with the Naval Submarine League to cohost its annual submarine

history seminar at the Navy Museum that reviewed the history and development of torpedoes. The seminar was capably moderated by NHF director, Dr. David A. Rosenberg. In 2015 the seminar will be titled "Mutual Defense: A Half Century of US-UK Submarine Cooperation."

The Navy itself remains one of our most important areas of mission emphasis. The NHF supports the Navy's historical needs in a myriad of ways, assisting numerous veterans and active-duty Sailors with historical questions, providing recognition for outstanding scholarship, and acquiring artifacts, papers, art, and manuscripts for the Navy's various historical repositories. With the centennial of the Navy Reserve upon us, we were pleased to take a lead role in publishing *Ready Then, Ready Now, Ready Always: More Than a Century of Service by Citizen Sailors*. We also look forward to honoring Adm. Jonathan Greenert and the centennial of the office of CNO at our Spring 2015 Washington Awards dinner held in partnership with the National Maritime Historical Society.

As president of NHF, I look forward to hearing from you and getting your feedback as we move ahead.

Sincerely,

John T. Mitchell
President

Naval Historical Foundation: Our Financial Evolution

By Martin J. Bollinger

Vice President, Naval Historical Foundation

Introduction

For almost 90 years the NHF has preserved and honored the legacy of those who came before us in order to educate and inspire the generations to follow. While our mission has remained constant, the activities of the NHF have progressed to meet the evolving needs of the communities engaged in naval history.

No recent period has seen more such evolution than the past decade, during which the NHF advanced its approach to serving naval history not just once but twice. How we raised funds—and where we spent them—shifted considerably during this period.

To better understand this evolution, and to ensure continued success as the NHF approaches its second century, the NHF's Executive Working Group and board of directors recently commissioned a detailed review of the NHF's financial evolution over the past decade. We thought our members should have an opportunity to share the insights that emerged.

NHF Activities through 2006

As the NHF passed the year 2000 it remained focused on its traditional core missions. These included artifact acquisition, manuscript writing, community outreach, conference participation, collections management, provision of photographic services, and collection of oral histories. It also encompassed direct support

to the Naval Historical Center (now the Naval History and Heritage Command) and the National Museum of the U.S. Navy. Finally, the NHF also served as a valued clearinghouse for inquiries from historians, academics, journalists, and the general public related to naval history. The services were provided by a small NHF team supplemented by numerous volunteers. The total annual budget was in the vicinity of \$500,000 to \$750,000.

We funded these core activities through membership fees, unrestricted donations, and income from the museum store operations and provision of photographic reproduction services. Over time, as the scope of activities expanded, the annual cost for these core activities generally exceeded the annual intake. We chose consciously to draw down excess balances from our investment account to make up the difference.

Era of the Cold War Gallery: 2007 to 2013

Around 2007, at the request of Navy leadership, the NHF accepted a bold challenge: to expand the Navy Museum to recognize the history of the U.S. Navy in the post-WWII period. Though we continued to meet our core missions, these were soon overtaken by major fund-raising initiatives and spending on what became the Cold War Gallery (CWG). The total budget of the NHF increased by over 300% in a few short years. New categories of expenditures became promi-

nent, especially those related to fund-raising for and outfitting of the CWG. There was a slight increase in the size of the NHF staff to accommodate this new mission but almost all of the increase in costs went directly to support the CWG.

With the support of both government and industry, we simultaneously embarked on a major STEM-H (science, technology, engineering, math, and history) initiative, enabling teachers to create curricula leveraging the proud tradition of technical advancement within the U.S. Navy, and thus reinforcing the relevance of naval history to a new generation.

The sources of funding for the CWG and STEM-H were fundamentally different from our legacy sources. We targeted major *restricted* donations from individuals and corporations, specifically targeted to the CWG and STEM-H. We also contracted directly with the U.S. Navy.

Together, these sources contributed well over \$7 million, swamping our traditional income sources such as membership fees, income from services, and unrestricted donations. As a practical matter, the large inflows of funds from these sources also helped offset our modest continuing deficit around the provision of our core services to the naval history community.

Transition from the CWG Era

The Naval History and Heritage Command formally ac-

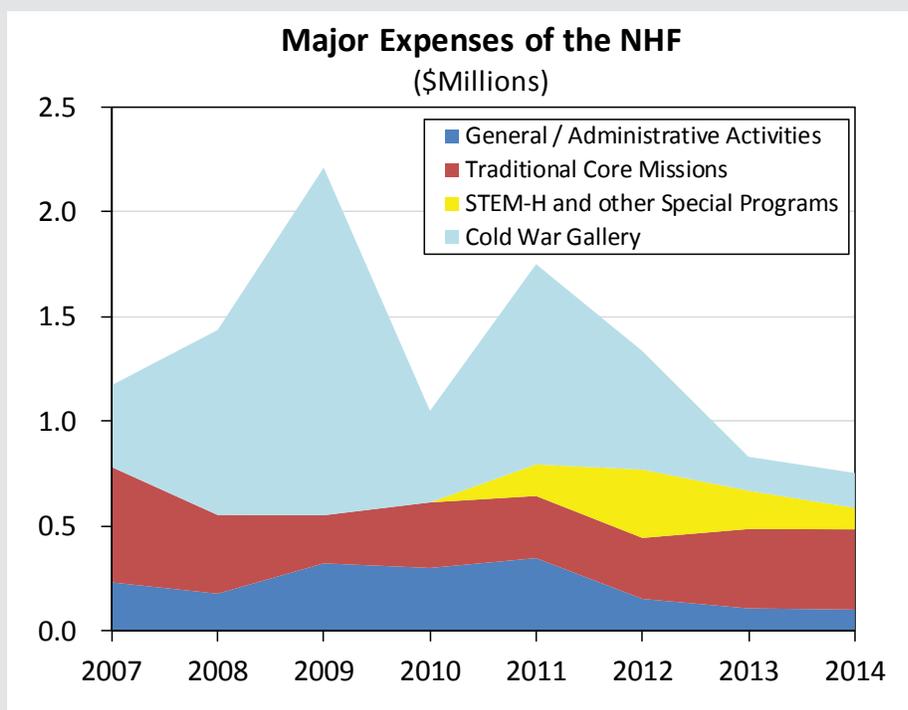
cepted the final CWG exhibits in 2014, honoring the NHF for its central role in making this happen. With this task completed, the focus of the NHF shifted away from the CWG. The major sources of income and expenses associated with the CWG no longer figured in the NHF's finances. Recognizing that this was going to happen, the NHF's Executive Working Group had committed in 2012 to build a new financial strategy for the Foundation. We also wanted to avoid the need to withdraw monies from our investment account to fund normal operations.

The urgency around this mission intensified with the horrific events of September 16, 2013: the mass shooting in the Washington Navy Yard that effectively closed the Museum Store and photographic archives to most users. This had a major negative impact on two of our most important sources of income.

Looking Forward

With the success of the CWG, the NHF has now gone "back to the future"—returned to a world in which our core missions become once again the center of gravity of the Foundation's activities. Supplementing this will be our ongoing STEM-H work as well as new objectives in support of naval history, such as digitization of the Navy's huge art collection and assistance to institutions and corporations in managing their own collections related to naval history. Budgets have returned to the norm, in the vicinity of \$750,000, and the NHF staff has been restructured to reflect this new model.

Sources of funding have also



evolved. Membership dues and small unrestricted donations remain critical to NHF and the generosity of our members is greatly valued. However, income from commercial services such as the Museum Store is likely to remain greatly diminished until at such point the Navy Museum, behind the security perimeter of the Washington Navy Yard, becomes more accessible to the general public. Though restricted corporate and foundation donations remain critical for targeted NHF programs such as STEM-H and digitization of the Navy's art collection, they will not be a primary source of unrestricted funding for our core mission activities.

What has replaced these sources of funding are two new and exciting initiatives. The first is the introduction of the Admiral James L. Holloway III Society, in honor of the former NHF president and chairman. This society recognizes very large personal contributors

to the NHF (over \$100,000) and has achieved remarkable success in its first two years (details at www.navyhistory.org/admiral-james-l-holloway-iii-society). The second is our emerging planned giving program in which all interested parties are able to support the NHF through their wills and estate plans (details at www.navyhistory.planningyourlegacy.org).

With these two new programs, and with continuing support from our members and other individual contributors, we have transitioned our finances to the post-CWG era. The early indications are very encouraging: 2014 was our most successful year in unrestricted fund-raising in a long time and the momentum is strong. On the basis of this continuing membership support, we look forward to approaching our second century in support of this vital mission.



Naval Historical Foundation SUMMARY OF FINANCIAL AND ORGANIZATIONAL INFORMATION

As of 31 December 2014

ASSETS

Cash and Investments \$1,559,057
Accounts Receivable \$383,659
Other Assets \$141,765
TOTAL ASSETS \$2,084,481

LIABILITIES

Accounts Payable and Accrued Expenses \$14,765
Deferred Revenue \$22,981
TOTAL LIABILITIES \$37,746

INCOME

Donor Contributions \$935,253
Interest and Investment Income \$30,264
Other Income \$37,688
TOTAL INCOME \$1,003,205

EXPENSES

Program Expenses \$655,725
Fundraising \$65,084
General and Administration \$79,634
TOTAL EXPENSES \$800,443

NET ASSETS

Unrestricted \$1,785,081
Temporarily Restricted \$261,654

FOUNDATION STAFF

Executive Director: Capt. Charles T. Creekman*
Director of Programs: Dr. David F. Winkler
Education Outreach Coordinator: Capt. John Paulson
Office Manager: YNC Frank Arre
Digital Content Developer: Mr. Matthew Eng
Middendorf Curator: Emily Pearce
Director of Membership: Mr. Michael Drumm
Bookkeeper: Ms. Charo Stewart
Museum Store Manager: Ms. Tiffany Gwynn

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*All naval personnel on the staff
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Mutual Defense: A Half Century of US-UK Submarine Cooperation



www.navalsubleague.com



www.navyhistory.org



A Submarine History Seminar discussing the critical partnership between the United States and Great Britain in nuclear propulsion and strategic missile development.

Wednesday, 15 April 2015

Cold War Gallery (Building 70)
U.S. Navy Museum - Washington Navy Yard

Reception 1800-1900
Presentation 1900-2100



For Information
and Registration:

navalsubleague.com/history-seminar

Pre-registration Required

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Dr. Donald Gromisch

You Make a Difference

Preserving and Honoring the Legacy of Those Who Came Before Us; Educating and Inspiring the Generations Who Will Follow.

Membership in the Foundation is open to all who share that mission and are interested in the heritage and traditions of the U.S. Navy. The annual dues are:

Student/Teacher Membership: \$25
Individual Membership: \$35
Family Membership: \$75
Sustaining Membership: \$150
Organizational Membership: \$250
Life Membership: \$500
Patron Membership: \$1,000

Members receive Foundation's publications *Pull Together* and *Navy Museum News* and are entitled to receive the electronic publications *Naval History Book Reviews* and *WE-PULL TOGETHER* by contacting Matthew Eng at meng@navyhistory.org.

Help make a difference! Please consider giving a gift membership to a friend or associate. Each person to whom you give a membership will receive the Foundation's publications for a year, plus a personal letter from the Foundation's president, Rear Adm. John T. Mitchell, noting that the membership was given by you.

New member's name and rank

Street Address/Duty Station

City/State/ZIP

e-mail (if known)

This is a gift from:

Membership application and renewal may also be accomplished online at www.navyhistory.org.

Dues and other monetary contributions to the Foundation are tax deductible. Please make check payable to the Naval Historical Foundation and mail to NHF, 1306 Dahlgren Ave, SE Washington Navy Yard, DC 20374-5055.

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