



On behalf of the Naval Historical Foundation's board of directors and staff, I want to congratulate the departing Chairman of the Naval Historical Foundation, Adm. Bruce DeMars for seven strong and eventful years at the helm of our organization. We welcome aboard Adm. Bill "Fox" Fallon, who had an equally exciting Navy career and will bring new perspectives to NHF. While Bruce came up through the submarine force and Bill was a naval aviator, both men share a tremendous passion for our great naval heritage.

I'm also happy to announce I have my relief on board. Rear Admiral Arthur "Bud" Langston promises to add new energy to our Foundation.

Our vice president, Marty Bollinger, continues to provide insightful analysis about the NHF mission and funding shifts that have occurred over the past decade. His latest observations are contained on the following two pages.

One of those mission enhancements is our program to acknowledge those who do great things to

promote our heritage and advance the profession. Last year we partnered with the National Maritime Historical Society for a Washington Awards Dinner where we presented Adm. Jonathan Greenert with our first NHF Distinguished Service Award for the work he did as Chief of Naval Operations to support history and heritage in the Navy. Later in the year we hosted a banquet, in conjunction with the McMullen Naval History Symposium at the U.S. Naval Academy, to honor Drs. Dean Allard and Ken Hagen and Lt. Cdr. Tom Cutler with our Commodore Dudley W. Knox Medal for Lifetime Achievement in Naval History.

Recently we were privileged to recognize retired Sen. John W. Warner with our first Admiral Bruce DeMars Chairman's Award. In contrast to our Distinguished Service Award that salutes good deeds done on behalf of the whole naval history enterprise, the DeMars Chairman's Award is presented to individuals who provide exceptional support to directly benefit the Naval Historical Foundation and its mission accomplishment.

As important as recognizing those who have accomplished great deeds is highlighting those young men and women who will carry our passion for naval history forward. Thus we commend scholar midshipmen attending both the Naval Academy and NROTC universities through our Captain Edward Beach and Vice Admiral Robert Dunn Prizes. In addition, we reach upcoming secondary school schol-

ars with our Captain Ken Coskey National History Day Prizes.

There is one more group I want to thank—our loyal membership! Through your dues, contributions, and voluntary efforts, you keep the NHF viable as the leading naval history and heritage nonprofit organization. Whether it's serving on one of our committees, reviewing books, conducting and transcribing oral histories, participating in conferences, or giving naval history talks at venues around the country, it's you, the members of the Foundation, that provide us with the ultimate force multiplier.

In this season of renewal, it is also time for me to step down, after four years, as president of the Foundation. I plan to continue serving the NHF on the board of directors and in other ways that our leadership desires. I intend to share my sincere appreciation with some of the many individuals who have kept the NHF so relevant at our forthcoming annual membership meeting on June 11th.

I hope to have an in-person opportunity to express my personal gratitude, and I trust you will continue to support the initiatives being taken by Admiral Fallon and my successor.

Sincerely,

John T. Mitchell
President

Naval Historical Foundation: The Evolution Continues

By Martin J. Bollinger
Vice President, Naval Historical Foundation

Introduction

The past few years have been ones of significant transition in the financial structure of the Naval Historical Foundation. This is true even as our mission remains unchanged: preserving and honoring the legacy of those who came before in order to educate and inspire those who follow. How we fulfill this mission has evolved over time, combining a long-term record of supporting the naval history community (“normal business”) with periodic efforts to fund major new initiatives (“big missions”).

In the Spring 2015 *Pull Together* we reported on this long-term evolution. In this edition, we provide an update and describe the evolving path forward.

Our Normal Business

For decades our ongoing business has been to “collect, chronicle and connect”¹ in support of the greater naval historical enterprise. For example, we provide direct support to the Naval History and Heritage Command and the National Museum of the U.S. Navy by acquiring artifacts on their behalf. We receive donations of materials from the families of deceased sailors and sort through that for items of real historical value or interest to provide to the Museum.

We support researchers working in the library and archives of the Washington Navy Yard by providing them with Internet connectivity and communication services, all free of charge. We sup-

port historians by facilitating their access to the vast holdings in Navy archives, by bringing them together in conferences, and by recognizing them for individual and lifetime achievement through a series of NHF awards. Working with the Naval History and Heritage Command, we help deep-sea explorers searching for long-lost U.S. Navy ships to narrow their “search box” to the smallest possible space.

Our outreach to the public starts with the professional staff at NHF headquarters, a group that handles hundreds of inquiries each year from the general public. We help the public navigate the Navy’s vast holding of records. We provide speakers to government agencies and warfighter reunions to help them appreciate and celebrate our Navy’s history. We are becoming more effective in the utilization of digital media to highlight aspects of our great heritage. We are connecting with educators to inject Navy history into the development of STEM lesson plans. We operate the store—in both physical and virtual manifestations—at the National Museum of the U.S. Navy. With the limited public access these days to the Washington Navy Yard, it is much harder to turn a profit at the Museum Store. However, we have continued to operate as before, seeing this as an important part of our public outreach.

These activities form the core of our ongoing operations. They are funded by NHF membership dues, by generous donations from

our members including those of the Holloway Society, and by revenues earned through our museum operations and related services. In a typical year we raise and spend about \$500,000 to \$700,000 for these services.

Big Missions

Every decade or so we embark on a big mission, a major fund-raising activity to support a special cause in naval history. The most recent example was the Cold War Gallery, a \$7 million project to recognize that period of Navy history not captured in the exist-



ing National Museum of the U.S. Navy. That initiative was kicked off about 10 years ago and came to a successful conclusion in 2013 with the formal handover of an entire building of exhibits as an annex to the existing museum.

Fund-raising for big missions looks different than our normal business. Big missions are funded by special restricted donations, often from big companies, and at times with contracts from the U.S. government. When they are under way, we ramp up our staff and engage specialist contractors. Our cost base rises. When the work is over, we return to our normal business.



Where Are We Now

In the past year we have worked to transition our operating model and cost structure back to one consistent with our normal business, away from the much larger effort associated with the Cold War Gallery. This will be completed in 2016.

In effect, we have landed the airplane after a very long flight, and the aircraft is being serviced and refueled. Of course, this raises the question: Where do we fly next? What is the next big mission?

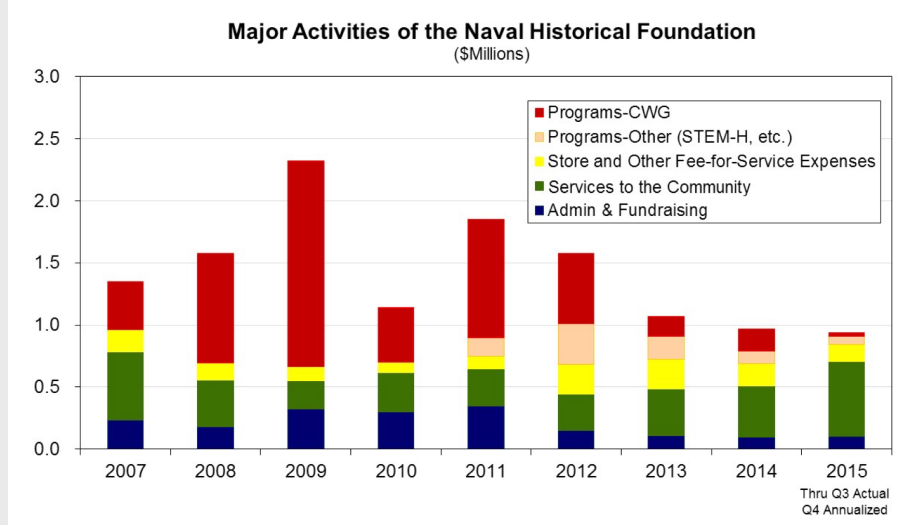
The Next Big Mission

Long-term, our aspiration is to continue to support the naval history community and the National Museum of the U.S. Navy, as we have done for 90 years. That work continues—and will always continue.



Meanwhile, we are embarking on an exciting set of initiatives that not only will bring broader public access to the Navy's historic holdings, but also might help set the stage for the next-generation National Museum of the U.S. Navy. This effort will be centered on efforts to broaden public access to the Navy's vast holdings through digitization, making such items available virtually via the Internet.

Details of this new mission, or "vector," are still unfolding, but



we are already well along in this effort. We have completed an early phase of digitizing the Navy's vast holdings of artworks, making them available to the general public and art historians for the first time. We are working now to create a virtual version of Navy Museum exhibits so that this material can be explored across the globe via the Internet.

We are also exploring a major opportunity to complete and digitize the entire set of Naval Documents of the American Revolution, targeting completion in time to celebrate the Navy's 250th birthday in 2025, followed by the 250th anniversary of the Declaration of Independence and centennial of the Naval Historical Foundation the following year. So far, 12 volumes, with the first issued in 1964 and the most recent in 2013, have been issued, covering the conflict through May 1778. We see the completion of the series and its full digitization to make it accessible for historians and the general public as a worthy NHF centennial

project.

It will take substantial resources to pull this off, to the tune of an additional \$1 million to \$2 million in annual funding. Planning for this fund-raising effort is under way.

What Hasn't Changed—and Won't Change

This year we celebrate our 90th anniversary. Throughout that period we and our predecessors have worked to preserve and honor the legacy of the U.S. Navy and the men and women who have served in it. We have acted with the highest standards of integrity in managing the generous contributions from our members and other donors. We strive to be transparent in our operations and responsive to the needs of the communities we serve, so we can inspire the next generations to follow.

¹ Phrase used by then Vice Adm. Edmund Giambastiani at the NHF's 75th Anniversary Luncheon in March 2001.



Naval Historical Foundation

SUMMARY OF FINANCIAL AND ORGANIZATIONAL INFORMATION

As of 31 December 2015

ASSETS

Cash and Investments \$1,231,116
Accounts Receivable \$325,243
Other Assets \$108,915
TOTAL ASSETS \$1,665,274

LIABILITIES

Accounts Payable and Accrued Expenses \$22,161
Deferred Revenue \$0
TOTAL LIABILITIES \$22,161

INCOME

Donor Contributions \$433,070
Interest and Investment Income (\$35,519)
Other Income \$135,891
TOTAL INCOME \$533,442

EXPENSES

Program Expenses \$824,106
Fund-raising \$32,420
General and Administration \$80,538
TOTAL EXPENSES \$937,064

NET ASSETS

Unrestricted \$1,274,068
Temporarily Restricted \$369,045

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Director of Programs: Dr. David F. Winkler
Education Outreach Coordinator: Capt. John Paulson
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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 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.

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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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Opinions expressed in *Pull Together* are those of the authors and do not necessarily reflect the views of the Naval Historical Foundation.