

PULL TOGETHER

Newsletter of the Naval Historical Foundation

Operation Sea Orbit 50th Anniversary



Join Us in Norfolk! Details Page 10

News from Our Shipmate,
the Director of Naval History: Page 3



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Message From the Chairman

If you were surprised to find this early spring *Pull Together* in your mailbox, we hope it was a pleasant surprise! There is much activity occurring at your Naval Historical Foundation—and at the Naval History and Heritage Command, whose programs and museum we support. With the pending retirement of the Director of Naval History, Capt. Henry J. (Jerry) Hendrix, this summer, we thought it would be appropriate to feature his views on the progress the command has made over his two-year tenure. We congratulate Captain Hendrix on a fine career and commend him for what he has been able to accomplish.

Coming up quickly on April 3 is the annual Submarine History Seminar that is the out-growth of a continuing partnership with the Naval Submarine League. Dr. David A. Rosenberg has taken over the direction of this year's seminar, following Rear Adm. Jerry Holland's decade of great programs. Dave has assembled an outstanding panel to discuss "A Century of US Navy Torpedo Development." There are details in this issue; I hope to see you there!

Dr. Dean Allard, former Director of Naval History, and his wife Connie are the latest members of our recently formed Holloway Donor Society. They will be formally welcomed into this group at an exclusive luncheon at Decatur House in downtown Washington, D.C., near the White House on April 22. NHF historian Dr. Dave Winkler's article in last summer's *Pull Together* about Fleet Admiral King describes the role that NHF played in saving and preserving this unique Washington landmark. We are pleased to add the Allards to this prestigious group and encourage others who support our naval history mission to consider joining the Society and honoring our chairman emeritus—who turned 92 in February!

This spring the Foundation is hosting another of our member recognition events. Last year we got together with members from Southern California on board retired aircraft carrier USS *Midway* in San Diego, Calif.; this year, on May 6 we will gather with Hampton Roads-area members in Norfolk, Va., at Nauticus to commemorate the 50th anniversary of Operation Sea Orbit—the round-the-world cruise of the *Enterprise*, *Long Beach*, and *Bainbridge*—and celebrate the legacy of a half-century of nuclear-powered aircraft carriers operating forward in support of our nation's interests. It will be great to see as many of you as possible at that Tidewater event—members, please bring your friends!

June looks to be a busy time for naval history. First, the annual national capital region Battle of Midway Commemoration Dinner will be held on June 4 at the Army-Navy Country Club in Arlington, Va. The dinner, sponsored by nine Navy-support nonprofits including NHF, will feature retired Adm. John Harvey as the keynote speaker. On June 10, the NHF has agreed to join with the National Maritime Historical Society to host a reception at Fraunces Tavern in New York City prior to the inaugural John Barry Book Award presentation that is sponsored by the New York Navy League Council. Four days later, on Saturday June 14, we will host our Annual Membership Meeting at the Navy Museum here at the Washington Navy Yard. Steven Vogel, author of *Through the Perilous Fight*, has agreed to be our David T. Leighton lecturer, as we remember the burning of the White House, Capitol and the Navy Yard 200 years ago this summer during the War of 1812—as well as the subsequent Battle of Baltimore that halted the British offensive and gave us our national anthem.

Finally, the NHF is playing a leading role in the 10th Maritime Heritage Conference scheduled for Norfolk from September 17 to 21. Your next edition of *Pull Together* will feature the program for this great event.

Included in this edition is our annual report and an acknowledgement page recognizing all of you who made a year-end donation. We really appreciate that and we will continue to work hard to earn your continuing support.

Bruce DeMars

Cover: Includes the recently unveiled new logo for Naval History and Heritage Command.

Standing the Test of Time

**Capt. Henry J. Hendrix, Ph.D.
Director, Naval History and Heritage Command**

As I enter the final months of my tour here, I wanted to offer my perspective on where our Naval History and Heritage Command (NHHC) enterprise has been, and where I think it is going. It's also my hope as I prepare to depart that the institutional lessons we've learned previously are accepted into our collective consciousness as to prevent a return to the shoal waters of a few years ago.

Before I get too far into the retrospective, I'd be remiss if I didn't first recognize and thank the committed nonprofit partners and individual donors who have remained alongside the effort all these years. This past December alone, 235 Naval Historical Foundation (NHF) members collectively gave year-end contributions totaling more than \$45,000—not including a generous donation by previous Naval Historical Center (NHC) Director of Naval History Dean Allard early in 2014! Through the 20th century, naval history's nonprofit partners like NHF have not only contributed millions but also dedicated their time and attention to any and all endeavors to prop up that which we all hold most dearly: *our* naval history.

But naval history cannot survive merely on the generosity of others.

It was no secret that NHHC was a chronically underfunded institution whose important tasking did not receive the resources necessary to safeguard the Navy's treasures. From my perspective as an active-duty Navy captain, I can understand how we got where we were. The Navy has always had more demands than dollars and has had to husband its resources carefully to field the best fleet possible. When push came to shove, it historically has always placed available dollars against its most pressing combat needs—typically toward its forward deployed fighting forces.

Decades—centuries really—passed, and the Navy's commitment to its own history and heritage was truncated at best. The importance the institution assigned to the headquarters charged with managing it was often in word only. What resulted, predictably, was a nucleus of highly committed, passionate historians, curators, museum specialists, librarians, volunteers, and enthusiasts who wrung every

ing. The institutional undervaluing of our naval history holdings manifested itself in rampant dilapidation and encouraged a culture of insular behavior where there was a certain expediency of being out of sight, and thereby out of mind.

That all began to change in 2006 when naval museums were consolidated and reassigned to the NHC. Two years later, the Center was redesignated to the NHHC. In very short order, a small group of proud and committed professionals set course to reverse generations of neglect and isolation. While the efforts were genuine, in reality, passion and determination will only go so far. When the Navy's Inspector General (IG) objectively but exhaustively assessed the relatively new enterprise top to bottom a few years later, the systemic neglect resulting from underresourcing was immediately evident. Restoring—in some cases salvaging—Navy historic treasures demanded *institutional investment*.

Having long been a customer of the people and resources at the command, I recognized my assignment here in May 2012 was a mixed blessing. It was not unlike buying an unpublished manuscript from a famous author in an auction—and then being asked to get it edited and ready for publication in a short period. That being said, I was a proud owner. I can truthfully say that I haven't worked a day since reporting onboard on May 12, 2012. Every day I have done what I love to do for a cause I believe in.

Working with the experts at the NHHC has been a privilege, requiring detailed care, expert guidance and support, nimbleness and—as with any real labor of love—a tireless amount of sweat equity. Of course, it would be impossible without the commitment of Navy leadership, and in that I had the benefit of a unique alignment of stars: focused, Big



bit of value out of the holdings they maintained, but without the benefit of sustained support. That body of dedicated devotees eventually became the Naval History Center in the 1970s.

The sad reality was that the disparate elements of the Navy's history holdings were strung together merely out of convenience. Form following function found no place within the Navy history enterprise. The museums didn't even enjoy that minimum cohesion. Most naval museums, which had uneven fortunes depending on the circumstances and benefactors around them, eventually became orphaned under a framework that recognized them chiefly as a drain on vanishing facility fund-

Navy leadership backing; the real jeopardy of losing—*forever*—some of our most valued holdings to mold or deterioration or exposure; and real opportunity to codify, conserve, preserve, display, and share the Navy’s rich history artifacts and resources.

We set out with a natural punch list from the results of the IG review. More important, we undertook identifying and targeting the most pressing shortcomings of all NHHC enterprise organizational matters requiring redress. These weren’t exactly state secrets, but material and process deficiencies were extensive and numerous.

We set about tackling the problems in the simplest of terms that could be understood by any naval operator at sea. Backlogs. Facilities. Storage. Standards. Personnel. How we set about tackling the solutions to these problems has taken imagination, persistence, singular vision, and staff unity. Have no illusions: 2013 was a tough year for everyone—including for our remediation efforts. Sequestration, furloughs, a hiring freeze, and a chill in supporting funded academic or public outreach activities made uninterrupted progress a challenge.

So how’s it coming?

The story’s sidebar provides some of the particulars, but in general terms I’d say the editing of the book is nearly done; however, we are still looking for illustrations and we can’t quite figure out what type of cover we want on it. I would prefer a leather-bound hardback, but we live in a fiscally constrained environment. As those of you hoping for access to our archives know, for instance, we have plenty of

work ahead. But we are overcoming the challenges that face us every day and feel we are making rapid progress. However, we’re historians. Our sense of progress probably runs on a different time scale than that of most people.

Our holdings are getting the attention they deserve, and in my opinion—provided we stay on course—they’ll remain safe. We’ve got an ambitious plan to supercharge our written histories backlog, and quality talent is supplementing the effort in the short term. Our collections management division has a thoughtful artifact baseline reset program in place, with near- and long-term storage solutions winding through the wickets. I’m convinced their efforts will position the Navy for a viable, sustainable approach to safeguarding our precious heritage artifacts and assets. Our museums are finally getting the holistic, professional leadership and standardization found in successful industry museum networks, and in the past weeks we’ve been conducting visioning sessions to align and position these unique public outreach venues into strategic

alignment with our Department of the Navy.

Beyond that, we’ve been steadily building on making naval history relevant—to Sailors, past and present; to our leadership; and to the American public. We’re gaining real traction daily in integrating the naval history drumbeat seamlessly into the Navy’s narrative, both inside our lifelines and out. We’re working hard on the complete overhaul of the naval history website www.history.navy.mil that will skip a generation in technology and position our holdings and research for much greater visibility and use by Sailors, researchers, enthusiasts, veterans, and the public. We’ve even got a new logo.

The problem set here has been dynamic, diverse, and sweeping. While evidence of the hard work is just starting to pay dividends as we dissipate backlogs and mitigate environmental and storage vulnerabilities, there’s much work to be done to safely reach sustainment stage. It will no doubt require continued urgency, commitment, and determination to see this effort through after I’m gone. Though we’re closer every day, I’m looking forward to the day when we can each put the Navy’s history assets to their fullest use by having them available when we need them most.

I have been both energized and humbled by the boundless support and encouragement of Navy leadership, most notably Adm. Jonathan Greenert (Chief of Naval Operations) and Vice Adm. Richard Hunt (Director, Navy Staff). It’s taken their tireless, visionary leadership to put naval history on the path to wellness.



Boxes filled with the “Grey Book” World War II notebooks of Fleet Adm. Chester W. Nimitz. This 4,000 page document fills 28 of these boxes at NHHC’s Operational Archives and are representative of the richness and scope of the holdings. Recently, the Naval War College made digital copies available to the public online thanks to the support from the Naval War College Foundation.

Make no mistake—even with direct, sustained leadership intervention, the road ahead is steeply uphill.

We still remain in the shadows of past fiscal decisions to defer or even dismiss our obligation to safeguard our treasured heritage assets. The temptation to derail even the ongoing remediation efforts for more pressing needs is already palpable. Once we reach a level of sustainment in properly positioning our knowledge products, archives, and artifacts, our institution *must* resist repeating the sins of those who've gone before us.

The natural organizational tendency has been to reassign history as a luxury—and by extension com-

mitment to its care, preservation, and use. Doing so now will very quickly erode the progress we've made and have yet to finish. Surrendering, for instance, our nascent oversight of a bona fide museum network because we don't have the patience or stomach to professionalize our holdings around the country will erode public understanding of and support for the naval service. If we do not remain resolute rolling ever forward and up in our drive to nurture and celebrate our history and heritage, we will very simply and most assuredly roll backward again toward dilapidation.

I am proud to have been part of the team that helped to bring naval

history out from the shadows and into the light. History has always shaped my own sense of self, telling me who I am and what I stand for. I have tried to promote that vision within the Navy. The danger of failing to protect history isn't that we might lose a book or watch a painting fall apart. The real danger is forgetting who we were, not knowing who we are, and *failing to become all that we should aspire to*. My time at NHHC has provided me with an opportunity that my hero Theodore Roosevelt once described as life's highest calling: the opportunity to expend oneself on a noble cause.

Archive Backlog

August 2011:

- 68-year backlog / 486 projected man-years of work
- Archival backlog of 11,300 cubic feet of paper; 10,864 reels of microfilm, and 5.67 terabytes of e-data
- Digitizing required and facilities lack proper environmental conditions and control
- Nearly 170,000 of 200 million pages in backlog and danger of degradation or loss
- Museum archival holding undefined

Today:

- Hiring archivists through fiscal year 2016 to satisfy baseline standard
- Paper backlog reduced to less than 3,000 cubic feet
- Discovered additional 3,399 microfilm reels during processing; total of 11,297 reels processed and transferred to National Archives
- Reduced at-risk portion of collections from 70.3% to less than 13%
- Processed 55.1 million backlogged pages through February 28, 2014
- Repairing and renovating archives storage conditions

History Backlog

August 2011:

Incomplete publication of documentary histories, including:

- Mexican-American War
- Civil War
- Spanish-American War
- Wars of the 20th century
- Fleet historians' absence
- Incomplete operational histories
- OPNAV history
- U.S. Navy's role in the Arab-Israeli wars
- Naval operations during the Cold War
- Global War on Terrorism
- Counter-piracy operations
- Humanitarian operations
- Naval operations in the Balkans
- Ship acquisition
- Technology and naval modernization
- First in Class

Today:

- Hiring additional historians / project manager through Fiscal Year 2017 to satisfy baseline standard
- Authors contracted and currently reducing backlog of published documents (Spanish-American War as pilot project)
- Identified broad categories of naval history inadequately studied
- Shifting written projects' focus to address priority research needs responsively

Artifact Backlog (Baseline Reset)

August 2011:

- 30-year backlog: Artifact backlog of more than 60,000 assets
- More than 200,000 additional assets require complete curating and conservation
- Approximately 30,000 art assets require attention
- Storage facilities lack sufficient environmental conditions and control

Today:

- Hiring additional curators and conservators through Fiscal Year 2015 to satisfy baseline standard
- Completed accessioning of 2.36% of total backlog and progressing
- Consolidating, resetting artifact storage in near-term solution location options
- Assessed 100% of newly acquired artifacts since 2011

Facilities Renovation

August 2011:

- Archives / library and artifacts & art facilities lack environmental control and do not “support the command’s mission of historical preservation and the administrative requirements of the staff.... [The] facilities do not meet temperature and humidity control requirements necessary to preserve the Navy’s historical archives and artifacts.”
- NHHC occupies approx. 230,000 sq ft of geographically and functionally dispersed facilities in 10 buildings at Washington Navy Yard
- NHHC responsible for 10 museum facilities nationally
- Majority of HVAC systems incapable of meeting industry (Society of Heating, Refrigerating and Air-Conditioning Engineers) standards

Today:

- Published unified facilities criteria (FC 4-760-10N Navy Museums and Historic Resource Facilities) for building design which establishes facilities requirements for preserving documents, books, and artifacts
- WNY facilities:
 - o Fire protection and suppression renovation under way
 - o New fire alarm notification system
 - o New sprinklers in the Navy Museum (Building B57)
 - o Installing fire suppression system in rare books vault
 - o Improved HVAC in library Special Collections Room, Historic Weapons Vault, Uniform Storage Room, and Artifact Room
 - o Three-phase project under way for new archival equipment installation in two buildings
 - o Building 108: total water infiltration improvement
 - o Buildings 108 and 44: window replacement
 - o Emergency egress and ADA Improvements: Emergency evacuation and disability access project in planning to meet code
 - o Investigating MILCOM to convert / renovate warehouse and the Navy Art building

Museums

August 2011:

- “No Comprehensive Plan for Facilities and Museum Operations for the 10 Museums”
- Challenges of WNY public access (exacerbated by 9/16 shooting)
 - o 70% do not have modern or updated HVAC systems to safeguard collections
 - o 60% do not have intrusion alarms
 - o 80% do not have CCTV systems

Today:

- Hiring additional curators/specialists/museum and exhibit techs in support of museums through FY17 to satisfy baseline standard
- Operating under a comprehensive annual Museum Action Plan developed in conjunction with all museum directors
- Pursuing accreditation by American Alliance of Museums by 2020 (5 of 10 Navy museums currently accredited)
- Museum rebranding and visioning sessions conducted and being processed
- Moving from individual, regional museum focus to integrated national museum network aligned to U.S. Navy narrative
- Ongoing site analysis for the future location for the National Museum of the United States Navy to address access, visitation, location, and modernization
- Vulnerability risk assessments completed and under review
- Implementing risk mitigation plan for findings of substandard security systems and procedures throughout the Navy museum system
- Addressing NavFac/AECOM Functional Plan Facilities findings that deemed three museums (Great Lakes, National Museum of the U.S. Navy, and the Naval War College) substandard
- Investigating museum-based collections consolidation
- Developing career ladders for museum directors

A Submarine History Seminar Program Retrospective

Rear Adm. William J. Holland, Jr. USN (RET)

The Submarine History Seminars began in April 2000 coincident with the opening of the Submarine Force Centennial exhibit “Fast Attacks and Boomers” at the Smithsonian Institution’s National Museum of American History. The Naval Submarine League sponsored a three-panel presentation, “Rickover, Submarines and the Cold War,” as part of the Smithsonian’s Resident Associates Program. Organized by Capt. John Shilling, USN (Ret.), the audience filled the auditorium at the U.S. Navy Memorial Foundation’s Heritage Center on Pennsylvania Avenue in Washington, D.C.

The first of three sessions, “Nuclear Power Comes of Age,” featured three longtime members of Admiral Rickover’s staff at the Naval Reactors Branch of the Naval Sea Systems Command: Theodore Rockwell, longtime technical director, and two deputy directors, William Wegner and Carl Schmidt. The panel’s focus on Admiral Rickover was enhanced by the participation of Mrs. Eleonore Rickover. The second session, “Designing and Building the New Submarines and Their Payloads,” featured Adm. Kinnaird McKee, who followed Admiral Rickover in the Naval Reactors Branch; Rear Adm. Richard Wertheim, an engineer and eventually director in the submarine-launched ballistic missile program; and Capt. Harry Jackson, a noted submarine designer and shipyard manager. Finally, “Silent and Stealthy Sentinels—Their Contributions to the Cold War Victory” saw discussion not only of submarine operations but also of the transition from Rickover to his successors. This panel included Adm. James D. Watkins, retired Chief of Naval Operations and submarine commander; Rear Adm. Sumner Shapiro, retired Director of Naval Intelligence; Mr. Richard Haver, former Deputy Director of Naval Intelligence; and Dr. David Rosenberg, historian. All three panels were moderated by Mr. James Dickenson.

In 2002 the Naval Historical Foundation joined the Naval Submarine

League in sponsoring a submarine history seminar on “The Education of Admiral Rickover.” Featured was Admiral Rickover’s biographer, Francis Duncan, and the three officers who followed him as the Director of the Naval Reactors Branch of the Naval Sea Systems Command: Admirals Kinnaird McKee, Bruce DeMars and Frank L. “Skip” Bowman. Envisioned and created by then-Chairman of the Board of the Submarine League Admiral DeMars, the seminar offered a rare insight into the operations of the Naval Reactors Directorate and the lasting energy and effectiveness bequeathed to that organization by its founder and carried on by his successors.

The success of this initial effort led to production of similar seminars each year in the Washington area. These events focused on some aspect of the recent past related in general to undersea warfare. In these seminars, participants included historians and chroniclers but emphasized persons who had been actors in the subject area, processes, or operations. These participants were asked to discuss the subject based on their recollections of the happenings and circumstances and not simply repeat well-documented or common knowledge. The seminars aimed to go beyond the written record or “commonly accepted history” to highlight the personalities and background involved in the events or evolutions.

These seminars continued to be presented in the auditorium of the Navy Memorial’s Heritage Center. In 2011 the National War College in Southwest D.C. offered an opportunity to present the seminar as part of the Commandant’s Lecture Series. Two seminars were presented in the Roosevelt Building at Fort Lesley J. McNair. When the War College could no longer host the event in 2013, the venue shifted to the Cold War Gallery of the National Museum of the United States Navy inside the Washington Navy Yard, Washington, D.C. This venue will again host the seminar on Thursday April 3.

Seminar Recaps

2003: “Run Silent, Run Deep: A Tribute to the Life of Captain Edward L. Beach”

In the presence of Mrs. Beach, four papers covering aspects of Beach’s life were presented by Vice Adm. Al Konetzni, USN; Capt. Jim Hay, USN (Ret.); author Paul Stillwell; and USNA English professor Fred Fetrow. Comments on Capt. Beach’s legacy were offered by Director of Naval History Dr. William Dudley; Vice Adm. J. Guy Reynolds, USN (Ret.); former Master Chief Petty Officer of the Navy John Hagan USN (Ret.), once a shipmate; and son Edward A. Beach. Participants discussed Captain Beach’s singular efforts in promoting nuclear submarines in his assignment as the naval aide to the president, as commanding officer of *USS Triton* (SSN 586) during construction and then in the singular submerged circumnavigation of the world, and his enduring legacy as an author focused on the Navy and submarines.

2004: “Nautilus at 50”

Three papers were presented by Naval Historical Center historian Dr. Gary Weir; Capt. Jack Crawford, USN (Ret.), an engineer at Naval Reactors through the development period; and Vice Adm. Kenneth Carr, USN (Ret.), a member of the first *Nautilus* wardroom. The combination offered an in-depth description of design, construction, and initial operations of *Nautilus* and her impact on naval warfare.

2005: “Raiders from the Deep”

Three presentations covered the operation and uses of submarines as Special Forces delivery platforms spanning the infancy of such efforts in World War II to preparation for future operations. Cdr. Phil Eckert, USN (Ret.), who served in *USS Argonaut* (SM 1), described the raids launched from her in World War II

against the Japanese-held island of Makin. The very distinguished Director of the Marine Historical Division Col. John Ripley, USMC (Ret.), described the experience of the Marine Raider organizations in submarines assigned to their missions including some early Cold War operations. Current and future capabilities to provide support for expeditionary forces launched from submarines were discussed by Capt. Rick Ruehlin, USN, from the Submarine Warfare Directorate of the Office of the Chief of Naval Operations.

2006: “Strategic Systems Programs 50th Anniversary”

Guided by Capt. Peter Boyne, USN (Ret.), former Deputy Director of the Strategic Systems Programs (SSP), three presenters covered the 50-year history of the Strategic Systems Programs. Rear Adm. Robert Wertheim, USN (Ret.), a pioneer in the design of warheads for Polaris and eventually Director of the Strategic Systems Programs office, addressed the early years of the program and the establishment of the methodologies which became hallmarks of the Navy Strategic Systems. Vice Adm. Kenneth C. Malley, USN (Ret.), one of Adm. Levering Smith’s successors as Director of SSP, covered the development of the Fleet Ballistic Missile Program, which led to the Trident Missile. Finally, the then-current Director, Rear Adm. Charles Young, USN, dealt with transition to Trident II missiles as well as recent events and current issues.

2007: “Cold War Under the Sea: How Submarine Intelligence Collection Made a Difference—Lessons from the Past”

Vice Adm. Roger Bacon, USN (Ret.), former Deputy Chief of Naval Operations for Submarine Warfare and Commanding Officer of USS *Halibut* (SSN 587), presented a view of the surveillance and reconnaissance operations of American submarines during the Cold War. Rear Adm. Thomas Brooks, USN (Ret.), former Director of Naval Intelligence, described the collection and

correlation of information derived from such missions. Mr. Richard Haver, former Deputy Director of Naval Intelligence, explained the dissemination of information obtained from various surveillance and reconnaissance operations by Navy and allied submarines at the highest levels of the Navy and government. Rear Adm. Thomas Evans USN (Ret.), who commanded USS *Batfish* (SSN 681) during a trail of a Soviet ballistic missile submarine in the North Atlantic in 1978, moderated.

2008: “Fifty Years Under the Ice: A Historical Look at the Scientific, Strategic and Operational Aspects of Submarine Arctic Operations”

Introduced by Capt. George Newton USN (Ret.), longtime head of the Navy’s Arctic Laboratory, Vice Adm. Ken Carr, USN (Ret.), then an officer aboard *Nautilus*, spoke about that submarine’s first polar cruise. Featured in his presentation was the National Public Television documentary on the *Nautilus*’ journey under the ice cap. Capt. Merrill Dorman, USN (Ret.), for many years director of under-ice operations in the Office of the Chief of Naval Operations, covered several decades of the history of arctic operations. One of his successors, Capt. Robert Perry, USN current director for these operations, described recent operations and advances.

2009: “Submarines in Land Attack”

With a nod to the initial attacks by submarines on targets ashore during World War II, the seminar turned to the programs in which missiles launched from submarines were directed at shore targets. Capt. Peter Fullinwider, USN (Ret.), once Executive Officer of USS *Tunny* (SSG 282), addressed the use of the Regulus missile. Rear Adm. Walter Locke, USN (Ret.), former Director of the Joint Cruise Missile Project office, then covered the early years of submarine-launched cruise missiles and developments leading up to Tomahawk. Ambassador Linton Brooks (Capt. USN Ret.) detailed the policy complications that accompanied the

submarine-launched cruise missile.

2010: “Ocean Surveillance During the Cold War: Sensing, Fusion, Exploitation”

Capt. William Manthorpe, USN (Ret.), former Deputy Director of Naval Intelligence, moderated the seminar. The operation of the Sound Surveillance System (SOSUS) was covered by Capt. James Donovan, USN (Ret.), former commanding officer of Naval Ocean Processing Facility Dam Neck. Then Rear Adm. Thomas A. Brooks, USN (Ret.), former Director of Naval Intelligence and the first Commanding Officer of a Naval Operational Information Center, spoke about the correlation and distribution of information by the Ocean Surveillance Information System (OSIS). Finally, Rear Adm. Eric A. McVadon, USN (Ret.), former Commander, Iceland Defense Force, spoke about Cold War maritime patrol aircraft exploitation of the information gathered on Soviet submarine operations. A highlight of the presentation to the mostly submarine-oriented audience was the cockpit video of a P3 Maritime Patrol Aircraft landing in poor weather at Adak, Alaska. “Hair-raising” was the general appraisal.

2011: “The Rise of the Submarine Launched Ballistic Missile (SLBM)”

Led by moderator Capt. Peter Boyne USN (Ret.), former Deputy Director of Strategic Systems Programs, a distinguished panel discussed the concept, development, and operational deployment of the SLBM nuclear weapons deterrent and the effect on national security policy. The panel consisted of Mr. Franklin Miller, former Senior Director for Defense Policy and Arms Control, National Security Council; Vice Adm. Jerry Miller, USN (Ret.), author of *Stockpile and Nuclear Weapons and Aircraft Carriers* and former Deputy Director, Joint Strategic Target Planning Staff; and Mr. Phillip Lantz, founder, president, and CEO of Systems Planning and Analysis, Inc.

2012: “OUTLAW SHARK—The Beginning of Over-the-Horizon Targeting”

This seminar took an in-depth look back at the intensive effort in the 1970s and 1980s to develop over-the-horizon (OTH) targeting methods needed to ensure that newly developed Harpoon and Tomahawk cruise missiles could be employed reliably to their full-range potentials. With myself placed in the role of moderator, my panelists included Rear Adm. Guy Shaffer, USN (Ret.), who had served for five years as Director, Navy Command and Control and Communications Projects for the Naval Electronics Command in the 1970s; Rear Adm. Walter Locke, USN (Ret.), who had served as Director of the Joint Cruise Missiles Project from 1977 to 1982; Dr. (and retired Navy captain) Robert Hess, who directed and performed contract analyses in areas of ocean surveillance, OTH targeting, command and control and related fields for numerous Navy and Defense Department offices in the 1970s and 1980s; and Capt. Lynn Wessman, USN (Ret.), who served as project officer for OUTLAW SHARK at Submarine Group Eight in Naples, Italy, in the late 1970s. The program was the first actual use of geographically separated and disparate sensors and shooters to target an object distant from and so undetectable by the firing platform.

2013: “Seawolf and the Maritime Strategy: Examining the Relationships of Policy, Strategy, Technology, Tactics and Acquisition”

The interrelationship of these five distinct but related spheres of interest and the activities associated with each is not always apparent, even to those in high-level positions in the various spheres. This seminar examined development of the 1981–1986 Maritime Strategy and the co-incident design and construction of USS *Seawolf* (SSN21) as an unusual opportunity to view this interrelationship. The seminar compared the influence of policy on the design, operation, acquisition, and influence of submarine and anti-submarine op-

erations during this period.

Discussing the 10-year development of *Seawolf*, Rear Adm. Millard S. Firebaugh, USN (Ret.), served as an engineering duty officer in the Naval Sea Systems Command during the early 1980s. There he initiated the *Seawolf* class submarine program, which he managed through design and award of contracts for the first two ships of the class. The *Seawolf* submarine, of which only three were built, was designed as a big, fast, quiet, torpedo-laden weapon system that could effectively operate in hostile waters: a ship designed to effect the offensive stance that 10 years later would be formalized in the Maritime Strategy.

Capt. Peter Swartz, USN (Ret.), worked in the policy offices of the Chief of Naval Operations and Secretary of the Navy’s staffs in the 1980s where he was a key officer contributing to the development of the policy that became the Maritime Strategy. He described the culmination of many influences that resulted in a change of the U.S. Navy’s posture from a defensive stance that assumed the Soviet Navy would replay the role of the Germans in fighting a Battle of the Atlantic III, to an offensive strategy aimed at attacking the Soviet Union. This shift in American thinking on how to employ naval forces in a general war with the Soviet Union became known as the Maritime Strategy.

Finally, Ambassador Linton F. Brooks, who was most influential in developing the public versions of the Maritime Strategy, discussed the national security concerns this plan raised. His later assignments on the National Security Council staff were instrumental in shaping and promoting the Maritime Strategy.

The summation of these 12 sessions is an unusual accumulation of first- and second-person accounts of the significant strategic policies and related activities involving submarines and submarine operations from the mid-1950s through the end of the Cold War. Several have been transcribed and are available through the Naval Historical Foundation.

"A Century of United States Torpedo Development"

The next seminar will be held on “A Century of United States Navy Torpedo Development,” will be held on April 3, 2014, at the Cold War Gallery of the National Museum of the United States Navy. A reception starts at 6 p.m. followed by the program, which will be chaired by Dr. David Alan Rosenberg.

The panelists for this event will include:

Dr. Katherine Epstein, Assistant Professor of History, Rutgers University-Camden, author of *Torpedo: Inventing the Military-Industrial Complex in the United States and Great Britain*, speaking on the technical, tactical, and operational impact of early U.S. Navy torpedoes.

Ms. Kate Morrall, Senior Conservator and Manager, and Dr. Alexis Catsambis, Archaeologist & Cultural Resource Manager, Underwater Archaeology Branch, Naval History and Heritage Command, speaking on the Howell Torpedo No. 24, its discovery, recovery, conservation, and place in U.S. naval history.

Dr. Edward Liszka, Director, Applied Research Laboratory, Pennsylvania State University, speaking on scientific and technical advancements in torpedoes that have provided the basis for current systems and paved the way for the development of future capabilities

Capt. David Ogburn, USN, Undersea Weapons Program Manager, Program Executive Officer Submarines (SUBS) PMS 404, Naval Sea Systems Command, speaking on the current and future development of torpedoes in the U.S. Navy.

To register to attend, visit the Naval Submarine League website at www.navalsubleague.com.



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Teacher Fellowship Programs 2011–2013 and Beyond

By Capt. John Paulson USN (Ret.)



When I first saw the plans for the Navy Museum's new Cold War Gallery and Covert Submarine Operations exhibit and realized the enormous educational opportunities, I immediately visualized teachers here in this building doing what they do best: planning with colleagues and developing outstanding lesson plans for students," said board member Dr. Barbara Pilling. Her insights highlighted the June 18, 2011, annual meeting and ribbon cutting for the new exhibit, just weeks before the first NHF Teacher Fellowship Program in July 2011.

The efforts of our five fellowship teacher teams and the online lesson plans made available to educators during the past three summers is a matter of record, as is the continuing debate over national learning standards. This article reviews

both and describes the way ahead during a continuing period of shrinking resources.

The STEM Problem

Does it matter if students can't calculate $7 \times 8 = 56$ without a calculator, read at grade level, or tell accurate time without a digital clock if they can wield a cell phone like a pro, tweeting and sending text messages with their thumbs, and keeping the entire world posted on their lives, minute-by-minute, with Facebook photos and commentary using GPS positioning? This is the challenge confronting our educators.

It's an academic theory of relativity: old-school subject matter and declining test scores versus new-age learning standards, technology, and improved knowledge expectations. To turn the tide, school districts are initiating major changes in learning standards established through Common Core State Standards for English language arts and mathematics in parallel with new Next Generation Science Standards. NHF is contributing to this transition from mediocrity to improved learning in the information age in six specific areas through our STEM-H Teacher Fellowship Programs: improving essential student skills in comprehension, analysis, solving problems, and drawing conclusions in science, history, and mathematics, while at the same time emphasizing reading and computation skills.

The NHF STEM Vision

As envisioned by Dr. Pilling, combining the naval history of recent decades with today's 21st-century

student learning objectives in science and mathematics creates a unique methodology for real-world learning opportunities in science, technology, engineering, mathematics, and history (STEM-H) using the museum's Cold War Gallery exhibits and the companion website developed by the NHF. Lesson plans created by math and science teachers help their students to make connections from past to

present and are available nationwide at www.usnavymuseum.org.

As a high school physics teacher in a northern Virginia high school, I quickly gained an appreciation for Dr. Pilling's vision. I had toiled in the physics lab, doing my best to inspire each class with tall tales of science in the undersea world, coupled with hands-on science activities, data taking, graph-

STEM Historical Background

In April 1983 a report titled *A Nation at Risk* enumerated that our educational institutions had lost sight of the basic purposes of schooling and the high expectations and disciplined effort needed to obtain them. The report concluded: "If an unfriendly foreign power had attempted to impose on America the mediocre educational performance that exists today, we might well have viewed it as an act of war."

Nearly a quarter-century later, on October 3, 2007, the National Science Board (NSB) warned that our compounding national education weaknesses had torpedoed our students' relative world ranking in mathematics and science mastery. The U.S. ship of education was sinking from holes in teaching expertise and a flood of student weaknesses in the ability to innovate, solve problems, and think critically. U.S students did not know enough about science, technology, engineering, and mathematics (STEM) to contribute to, or significantly benefit from, the knowledge-based global economy enveloping them. Adrift, sinking in an unfriendly sea, in need of a nation-saving lifebuoy, we needed a national plan of action to prepare STEM teachers and rebuild our national STEM programs. Just like our national awakening on October 3, 1957, when Sputnik was launched, it was time for real work for our nation to catch up with all the world's industrialized nations this time, not just the Soviet Union.

America continues to be a world leader in scientific research universities. Unfortunately, these institutions have been sustaining themselves by granting advanced degrees to students from other nations. There is a dearth of home-grown talent attending our technological institutions. With its aging civil-servant workforce, this trend has been especially worrisome for government agencies conducting classified research. Thus, in June 2011, the Office of Naval Research planned and conducted a conference in Alexandria, Va., for all stakeholders, including NHF staff and Dr. Pilling. Secretary of the Navy Ray Mabus, Chief of Naval Operations Adm. Gary Roughead, and Chief of Naval Research Rear Adm. Nevin Carr led the two-day event. The Department of the Navy (DoN) committed to doubling its investment in STEM over the next five years to answer the national call by President Obama to improve our country's STEM education over the next decade. At the time, the Navy STEM portfolio included 80 localized outreach and education efforts across the country. A new DoN STEM Roadmap was built around five priorities that combined best-in-class experiences for students alongside the needs of the Navy for a STEM workforce pipeline. Initiatives included exciting new programs that would increase participation by students and teachers, allow for hands-on and meaningful learning experiences, and meet the underserved where they live. The five Navy priorities, which encompassed the NHF STEM vision, were as follows:

- Inspire the next generation of scientists and engineers
- Engage students and build their STEM confidence and skills through hands-on learning activities that incorporate Naval-relevant content
- Educate students to be well prepared for employment in STEM careers that support the Navy and Marine Corps
- Employ, retain, and develop Naval STEM professionals
- Collaborate on STEM efforts across the Department of the Navy, the federal government, and best practice organizations.

The Navy STEM Roadmap may be viewed at http://www.stem2stern.org/uploaded_images/NavalSTEM-Strat%20framework%20v4.pdf.

ing, mathematical analysis, lab reports, mathematics tutorials, and physics problem-solving practice. Few failed, many struggled, all worked in teams. It brought me back to a time when I, with 150 other men and women, worked day after day in a confined space one section at a time, striving to complete the mission—pretty much like a typical submarine day, but shortened by the ring of a bell.

As I prepared to retire from the high school classroom in 2011, the “Navy” called again—this time the person seeking me out was Capt. Dave Cooper, USN (Ret.), my first Commanding Officer from USS *Pogy* (SSN 647) in 1973, who was now an NHF board member. The question was: Could we design a program to use the Navy Museum’s Cold War Gallery “Covert Submarine Operations” exhibit (aka The Smithsonian’s “Fast Attacks and Boomers” exhibit) to conduct a 2011 summer STEM program, using high school math and science teachers?

Discussions with the NHF staff; exhibit designer, builder, and expert Capt. Peter Boyne, USN (Ret.); and Dr. Pilling generated a 10-step plan of action. First and foremost, build a virtual Cold War Gallery website, encompassing the entire design of the Cold War Gallery, not just the completed exhibits. Next steps: Announce a paid summer fellowship program for STEM teachers with tough qualification requirements; select the top eight teacher applicants; give the selectees a submarine read-ahead list; plan two two-week teacher immersion programs in submarine technology and engineering including a visit to a nuclear attack submarine in Norfolk; task each teacher to link his/her state teaching standards and objectives with the basic science and mathematics inherent in the covert submarine exhibit during their immersion program; help teachers create and present effective, hands-on STEM lesson plans based on their inspirations and learning; post the teachers’ lesson plans on the Cold War Gallery website; assist teachers’ promotion of their completed lesson plans at school, district, state, and national STEM education venues; and finally, solicit teacher feedback. The Navy Recruiting Command helped to promote and advertise the STEM teacher fellowship opportunity, as it provided a useful Navy-based-education link between recruiters and high school students and teachers.

Summer 2011 and 2012 STEM Teacher Fellowships

In July and August 2011, the NHF initiated its STEM education program at the Cold War Gallery as planned. The teachers’ standards-based STEM lesson plans were completed and shared through the web as a companion to the online virtual tour of the completed Cold War Gallery website, which was funded by a grant from Tawani Foundation. Eight teachers from Virginia, North Carolina, Mississippi, Wisconsin, and Massachusetts, recipients of STEM

Fellowship awards sponsored by NHF members, traveled to Washington, D.C., for their two-week program. They focused solely on the “Covert Submarine Operations” exhibit. The teachers were provided in-depth presentations on the submarine technology and engineering portrayed in the exhibits by NAVSEA active-duty, civilian, and retired personnel. The teachers successfully developed 11 science and mathematics lesson plans with 35 activities connected to their teaching standards. The teachers also spent the weekend in Norfolk and toured a nuclear submarine and the world’s largest naval base. The lesson plans incorporated the rich multimedia found in the Cold War Gallery virtual tour and website at www.usnavymuseum.org to make learning an even more engaging experience for their high school students, and to help teachers answer the question: “Why do we need to know this?”

In the summer of 2012, our STEM program added history lesson planning to the fellowship program, sponsored by NHF board member Ambassador J. William Middendorf II. Since “the history of our Navy is also a history of technology,” adding U.S. history teachers to our STEM fellowship teams provided an additional focus on Cold War history. Norman Augustine recently wrote: “Students who are exposed to more modern methods of history education—where critical thinking and research are emphasized—tend to perform better in math and science. In my position as CEO of a firm employing 80,000 engineers, I can testify that most were excellent engineers—but the factor that most distinguished those who advanced in the organization was the ability to think broadly and read and write clearly.” The STEM-H lesson plans produced during the summer of 2012 included a historical focus on the 50th anniversary of the 1962 Cuban Missile Crisis: “Thirteen Days in October.”

In addition to our eight STEM-H teachers from Florida, South Carolina, Virginia, Texas, Missouri, and Maryland from the summer of 2012, sponsored mainly by the Naval Submarine League and the USNA Class of 1951, two 2011 STEM teachers from Apex High School’s Academy of Information Technology presented their first-year experience using STEM lesson plans linked to the Cold War Gallery at the National Academy Foundation (NAF) conference in Washington, D.C. Their school was one of only 13 NAF-sponsored schools nationwide to receive the Distinguished Award, so they were award recipients and presenters. They also briefed and mentored our 2012 teachers during their week in D.C. and accompanied them on the Norfolk Naval Base and submarine tours.

The first team of 2012 STEM-H fellows continued lesson planning based solely on STEM-H inherent in the “Covert Submarine Operations” exhibit and again toured a submarine in Norfolk during their weekend. They expanded the number of submarine-related plans from 11 to 18, with 50 individual activities. The second team produced several more submarine-related lesson plans and expanded the scope of the lesson plans to include air warfare, surface warfare,

and research and development (R&D). They toured the Navy's flight testing and aviation R&D labs at Patuxent River Naval Air Station and the Aegis destroyer USS *Barry* (DDG 52) during their weekend trip to Norfolk Naval Base. Building on the lessons learned from the first fellowship, they were able to more quickly transition their STEM-H lesson plans to publication on the website. Again, teachers used their state standards in lesson planning. After NHF was unsuccessful in obtaining an Office of Naval Research grant for our fellowship in 2012 or 2013, we looked for new opportunities.

Summer 2013 STEM-H Fellowship Export

NHF, along with the Submarine Force Library & Museum Association and Historic Ship *Nautilus*, sponsored last summer's STEM-H Teacher Fellowship in Groton, Conn., from July 22 to August 2, 2013. Four secondary school teacher-fellows were selected from Southeastern Connecticut for a submarine immersion experience: an initial orientation and tour, detailed discussions of submarine museum and *Nautilus* exhibits with submarine experts and veterans, a visit to USS *Annapolis* (SSN 760), and a guided tour of Electric Boat's famous submarine "model room,"



Submarine Force Museum Education Specialist Elizabeth Murphy describes the Sea Perch submersible to Congressman Joe Courtney and Congresswoman Elizabeth Esty during their visit to the 2013 STEM-H Teacher Fellowship Program.

plus in-depth discussion of the basic science and mathematics inherent in submarine technology.

A visit by Congresswoman Esty and Congressman Courtney of Connecticut provided the opportunity for the teachers to discuss the program. During the second week, teacher-fellows developed State of Connecticut standards-based lesson plans in their middle and high school subject areas. These are now available to all teachers, parents, students, and life-long learners through the Internet on the Subma-

rine Force Library & Museum Association and Historic Ship *Nautilus* website, along with virtual tours at www.ussnautilus.org/virtualTour/index.shtml.

Future STEM-H Fellowships

Museum and science center virtual and onsite education programs have proven to be innovative and useful resources to link science and mathematics learning objectives with technology and engineering applications in the real world. The Navy recently paralleled our STEM-H program through a partnership with Discovery Education, using cutting-edge Navy technology linked to high school standards-based lessons at www.navystemforthe classroom.com. Similar programs are being initiated for science and industry professionals to support STEM teaching with real-world examples. Several Historic Naval Ships Association member ships have superb STEM programs available to teachers and students. NHF's program was presented at the Charlotte, N.C., National Science Teachers Association Symposium in November 2013 by summer 2012 Teacher Fellow John E. Clark (Deltona High School, Deltona, Fla.). Data collected in December 2013 from all 20 past NHF STEM-H Teacher Fellows in support of a 2014 grant request revealed that 1,237 teachers have been formally briefed on our STEM-H lesson plans and 2,636 students this school year have spent 12,766 classroom hours using the hands-on lesson plans developed by their fellowship teachers. Demonstrating wider use of the lesson plans, an average of 6,000 website visits per month continued to be recorded, with a peak of 10,000 in October 2012, in conjunction with many visits to the "Thirteen Days in October" lesson plan about the Cuban Missile Crisis on its 50th anniversary.

NHF teacher fellowships for middle school and high school teachers of science, technology, engineering, mathematics, and U.S. history are planned for summer 2014 at the Navy Museum at the Washington Navy Yard, as well as a repeat export program at the Submarine Force Museum in Groton, Conn. Other Navy museums in Norfolk, Great Lakes, Keyport, Bremerton, Port Hueneme (Seabees), Boston (USS *Constitution*), and Annapolis are future possibilities. Programs there would contribute to the overall relevance of Navy STEM-H programs and help to prepare more students for future Navy STEM careers. Using unique historical Navy technology, practicing new skills, and engaging in exciting, authentic learning experiences across the range of student STEM-H learning objectives using Navy-related examples and applications is a game changer.

The NHF welcomes donor support from members and others interested in funding our STEM-H program, now in its fourth year. To contribute now to this innovative and effective teaching program, please access the Foundation's website www.navyhistory.org and visit our online contributions module "Give Direct."

Upcoming Symposia

3 April 2014, Submarine History Seminar, U.S. Navy Museum, Washington Navy Yard, D.C. www.navalsubleague.com.

3–6 April 2014, Society for Military History Annual Meeting, Kansas City, Mo., www.smh-hq.org/2014cfp.html.

10–12 April 2014, The Oxford Naval History Conference to honor John Hattendorf, <http://www.oxfordnavalconference.co.uk/#>.

11–12 April 2014, Naval and Maritime Power in Two World Wars, Greenwich Maritime Institute, University of Greenwich; contact Robert von Meier at globalwarstudies@gmail.com.

16–19 April 2014, Popular Culture Association/American Culture Association National Conference, Chicago, Ill., <http://pcaaca.org/national-conference/>.

27–30 April 2014, Council of American Maritime Museums Annual Conference, Toledo, Ohio, <http://councilofamericanmaritimemuseums.org>.

6 May 2014, 50th Anniversary of Operation Sea Orbit presentation at Nauticus, Norfolk, Va., www.navyhistory.org.

14–17 May 2014, National Maritime Historical Society/North American Society for Oceanic History annual meetings, Erie, Pa., www.seahistory.org or www.nasoh.org.

14 June 2014: Annual meeting Naval Historical Foundation/David Leighton Lecture on “the War of 1812 comes to Washington,” Navy Museum, Washington Navy Yard, D.C. www.navyhistory.org.

25–27 June 2014, 1st Symposium of Naval History in Mexico, Veracruz, Mexico focusing on the 1914 American intervention. E-mail [uhicun@semar.gob.mx](mailto:unhicun@semar.gob.mx).

16–18 July 2014, The Anglo-German Naval Arms Race and the First World War at Sea, The National Royal Navy Museum, Portsmouth, UK. <http://support.nmrn.org.uk/the-anglo-german-naval-arms-race-and-the-first-world-war-at-sea>.

17–21 September 2014, 10th Maritime Heritage Conference, Nauticus, Norfolk, Va., www.seahistory.org.

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Call for Papers



The 10th Maritime Heritage Conference will take place at Norfolk on September 17-21, 2014. The conference will be held in the Waterfront Marriott Hotel, near the USS *Wisconsin*. The annual meeting of the Historic Naval Ships Association and several other maritime organizational forums will run concurrently with this conference.

Conference topics include, but are not limited to, Oceanic Trade • Admiralty Courts • Shipbuilding • Small Craft • Lighthouses & Lifesaving Stations • Underwater Archeology • Ship Preservation • Sailors' Life Ashore • African-American Maritime History • Maritime Museums • Mercantile & Naval Port Operations • Naval History • the War of 1812 • Maritime Literature • Maritime Art and Music • Maritime Education, and other topics related to our collective maritime heritage.

Paper proposals should include an abstract not exceeding 250 words and a one-page vita. Panel proposals are also encouraged and should contain an abstract and vita for each panelist. Please e-mail proposals and inquiries to the NHF's Dr. David F. Winkler at dwinkler@navyhistory.org. The deadline for submitting proposals is 1 June 2014. The program committee expects to finalize the program in July 2014 and to post the schedule at <http://www.nauticus.org/maritime/index.html>.

News from the Naval Historical Foundation

Heritage Speakers



Smithsonian Associates will feature **Andrew Jampoler** in an all-day seminar titled "Wrecks, Rescues, and Mysteries: Air and Sea Disasters" on April 26. Visit www.smithsonianassociates.org for details about this Washington, D.C., event.

William Manthorpe has developed five separate presentations on "Delaware's Naval Heritage," covering a variety of aspects of how Delaware and Delawareans were involved in naval history from the Revolution right up to today. During 2013, he gave those presentations at meetings of historic associations and fraternal organizations and at li-

braries, museums, and retirement homes. To support his lecture series, Manthorpe has created a website, www.NavyAtCapeHenlopen.info. His book, *A Century of Service: The U.S. Navy on Cape Henlopen; 1898–1996*, is forthcoming.

Dave McComb will discuss the evolution of destroyers at a World War I conference to be held at the New York Military Museum, Saratoga Springs on May 3.

NHF Director **Barbara Pill-
ing** along with **Janet Gehman** and Assistant Navy Secretary **Allison Stiller** are scheduled to address a gathering at the Federal Maritime Commission on March 25 to discuss ship sponsorship re-

sponsibilities and the history of the Society of Sponsors.

William Whittenbury spoke to the Santa Margarita, Calif., Daughters of the American Revolution Chapter on January 11. He received their Patriot Award after he gave his "Ships that Never Sailed" presentation about the *Montana*-class battleships that were never built.

On February 12, **David Winkler** addressed the Annapolis Council of the Navy League. The topic was his dissertation on the Incidents at Sea Agreement and whether the U.S.-Russian accord might be germane with regard to relations with China.

Member Notes:

Happy 100th birthday to Capt. Cal Calhoun and Vice Adm. David C. Richardson. Calhoun served in destroyers during World War II and authored the book *Tin Can Sailors*. Two years ago he gave a presentation at the Surface Navy Association history seminar about his perspective, as a Destroyer Squadron commander, on the Cuban Missile Crisis. Richardson, another World War II veteran, would command the Sixth Fleet from 1968 to 1970.

Rick Campbell is pleased to report the publication of *The Trident Deception*, a fictional thriller, by St. Martin's Press. A review will be posted shortly on the NHF blog at: www.navyhistory.org.

Navy Reserve Centennial Project

The NHF is supporting Navy Reserve Force efforts to celebrate the centennial of the Navy Reserve, which will occur March 3, 2015. Among the challenges that the NHF has tentatively agreed to pursue is the drafting of an updated narrative capturing the Navy's requirement for a manpower reserve dating back to President Jefferson's proposed Naval Militia Act of 1805. Members having an interest in an aspect of Navy Reserve history should contact Dr. Winkler at dwinkler@navyhistory.org.

2015 Washington Awards Dinner

On Thursday April 23, 2015, the National Maritime Historical Society has plans to host its 5th Washington Awards Dinner at the National Press Club. The NHF is expanding its partnership role for this event through the presentation of its first Distinguished Service Award. NHF Board Directors Capt. James Noone and Dr. William Dudley have agreed to co-chair the event. Historical centennials to be recognized include the creation of the Navy Reserve, the founding of the Office of Chief of Naval Operations, and the amalgamation



A young patron sits proudly with his re-creation of the CSS *Nansemond* during the "Brick by Brick: LEGO Shipbuilding" event and competition at the Hampton Roads Naval Museum in February. Participants in the annual competition used building blocks to create ships using STEM concepts and principles. The Naval Historical Foundation partnered with the Hampton Roads Naval Museum and designed and built several of the ship designs used during the event.

that created the U.S. Coast Guard. If you have an interest in serving on the dinner committee or desire information about sponsorship opportunities, please contact either Captain Noone or Dr. Dudley at jnoone@mercuryllc.com and billdudley@starband.net.

IJNH

The second edition of the NHF-underwritten *International Journal of Naval History* under the editorial leadership of Dr. Charles Chadbourn of the Naval War College is now available to view at www.ijnhonline.org.

Letter to the Editor:

Dear Dr. Winkler,

I enjoyed the latest issue, Vol. 53, No. 1, of *PT*; however, I'd like to bring to your attention the need for a factual correction in Dr. Dudley's article, "Admiral Kane, An Appreciation." On p. 23, 2nd column, Dr. Dudley states:

"Kane arranged the transfer from the Dahlgren Naval Surface Weapons Center of a 14" railway gun and carriage of the World War I era."

Since I participated in that transfer, I know that the credit for the action should have gone to Vice Adm. Joseph Metcalf III, then the head Navy "money man" in the Pentagon, and also a naval gun enthusi-

ast. The transfer actually took place in November 1987. It had been preceded by about a year's planning and preparation. The funds, totaling approximately \$240,000, came from one of my 5-inch 54-caliber gun maintenance funding lines at the Naval Sea Systems Command, as directed by VADM Metcalf. Discussions about how to accomplish the transfer physically had been ongoing between myself, then a senior project engineer in the NAVSEA Gun Division, and Dr. Oscar Fitzgerald, Navy Museum Director, since 1986. After the funds were made available for their new purpose, as I recall in late 1986, they were largely transferred to the Naval Facilities Engineering Command to build the foundation and to pay a rigging firm to be selected by competitive bid. A Richmond, Va.-based rigging firm came in with the low bid of \$50,000 to do the entire job of moving the gun by barge, from NSWC Dahlgren, to the WNY [Washington Navy Yard] and re-assembling it from the separate pieces into which it was disassembled to permit moving via barge. The barge arrived at WNY from Dahlgren during one week in November 1987, and the landing and re-erection were done over a weekend to prevent workweek disruption in the WNY. I watched the entire operation in person that weekend and took photos of details of the operation. I also dropped a then-new 1987 penny into an area which would

be sealed "forever" when two major parts of the gun carriage were joined, in case anyone wants to check my story later and has enough equipment to gain access to that area. I was the only government employee present when the rigging firm finished the job on Sunday afternoon, so they approached me and asked me to sign off on the approval certificate for the job. I reluctantly declined the honor, as I was familiar with contracting procedures and knew I was not authorized to sign the paper.

So I think, with all respect due to ADM. Kane's many valuable contributions, the credit for the move of the 14-inch railway gun clearly belongs to Vice Admiral Metcalf.

Sincerely,
John Morris
Member, NHF
VP for Membership, The
Company of Military
Historians

Dr. Dudley's response: This is a nice addition to the story. While I am sure that Mr. Morris is correct in saying that Vice Admiral Metcalf was the man in the Pentagon who "made it happen," I still believe that Rear Admiral Kane started the ball rolling before he retired. As usual, many people, including John Morris, deserve credit in helping to carry out such decisions. As I recall, Metcalf was residing in the Navy Yard at the time and since both he and Kane were Surface Navy officers, this was probably the way it started.

NAVAL HISTORICAL FOUNDATION 2013 ANNUAL REPORT

On behalf of the Naval Historical Foundation's (NHF) Board of Directors and staff, I want to thank all of you who supported the Foundation in 2013—a challenging year given budgetary constraints imposed on the Navy by Congress and the tragic shooting that occurred at the Navy Yard in September. Under these circumstances, we further appreciate 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.

I would also like to acknowledge the important role played by our Advisory Council and our newly created Holloway Society—this latter group comprises our major donors. With their support, the NHF has expanded our outreach efforts to bring naval history to new audiences.

The year 2013 marked the 87th anniversary of the NHF. Admiral DeMars, with his background in the submarine and nuclear power command roles, continues the tradition of top Navy leaders providing NHF with the capable direction and vision we need to excel in our mission.

During my second 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 co-host its annual submarine history seminar at the Navy Museum that reviewed the genesis of the Seawolf submarine program in the 1980s. The seminar was one of two tasks that were capably handled by NHF director, Rear Adm. William J. Holland.

In addition to chairing our Submarine Seminar program this past decade, Rear Admiral Holland oversaw the first major revision of our The Navy coffee-table book, of which there are some 350,000 copies in print. We thank him for his 15 years of service as vice president and continuing advice as a board member. I look forward to working with new vice president Martin J. Bollinger, who brings expertise as a corporate executive and published scholar.

The Navy itself remains one of our most important areas of mis-

sion 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.

Related to our continuing efforts to reach out to new audiences, thanks to a recommendation from board member Dr. Barbara Pilling, the NHF for a third year worked with teacher fellows, this time at the nuclear submarine Nautilus at Groton, Conn., to develop lesson plans for use in high school curriculums. The program, conducted during July and August, brought four high school science, technology, engineering, math, and history (STEM-H) teachers to the Navy's first nuclear submarine for a productive two-week session that included interaction with many former Nautilus Sailors.

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

Sincerely,

A handwritten signature in black ink, appearing to read "John T. Mitchell".

John T. Mitchell
President

The Naval Historical Foundation mission is to preserve and honor the legacy of those who came before us. We know that passing this legacy on will serve to educate and inspire the generations who will follow. We raise funds and supervise the construction of cutting-edge museum exhibits. We encourage students and teachers with educational programs, prizes, and fellowships. We work to ensure that America's great naval history is proudly interpreted and honored.

Preserve and Honor: Remembering the legacy of those who came before us

Working closely with the U.S. Navy, the NHF ensures that naval history remains in the forefront of American thought. Of utmost importance is the Navy's flagship museum, the National Museum of the United States Navy, located in Washington, D.C. The NHF raises funds and supervises the construction of major new exhibits for the Museum, such as the Cold War Gallery, a facility dedicated to remembering the service and sacrifice of our Cold War veterans. We sponsor educational programs and lectures at the Navy Museum. We assist the Navy through the acquisition of important historical artifacts. We sponsor commemorative events celebrating the Navy Birthday, and the Battle of Midway. And we get the word out to those who can't come in person to the Museum, through online museum tours, educational online lesson plans, and regular blog and social media updates. We work to ensure that America's great naval history is proudly remembered and communicated.



Throughout 2013, the NHF jointly sponsored or solo-hosted numerous events to honor the legacy of those who served before us, beginning with a membership reception in April at the aircraft carrier *Midway* in San Diego.



Rear Admiral Mitchell greets William Whittenbury during the *Midway* meet-up. A high school student, Whittenbury is the NHF's youngest naval heritage speaker and gives talks to Southern California audiences on topics including the War of 1812 and battleship development in the 20th century.

Also in April the NHF joined with the Naval Submarine League at the Navy Museum for the 12th annual Submarine History Seminar featuring the topic "Seawolf" and the Maritime Strategy featuring panelists Rear Adm. Millard S. Firebaugh,

Ambassador Linton F. Brooks, and Capt. Peter Swartz.

In early June NHF again worked with a consortium of partners to host the annual Midway Commemoration Dinner that featured remarks by former Undersecretary of the Navy Robert O. Work.

Later in June, the annual meeting featured the opening of the "Battle Behind Bars" exhibit to mark the



Rear Adm. Robert H. Shumaker gave the David T. Leighton Lecture at the annual meeting of the NHF at the Navy Museum, discussing his time behind bars in North Vietnam and the subsequent success stories of several of his former Vietnam POWs.

40th anniversary of the return of the Vietnam War POWs with a NHF-funded video on the ordeal faced by those held captive during the war. Shortly after the meeting the NHF was saddened to learn of the passing of former POW and NHF Executive

Director Capt. Ken Coskey.

During September the NHF partnered with the History Department of the U.S. Naval Academy at the McMullen History Symposium with the first presentation of the Commo. Dudley W. Knox Lifetime Achievement Medal.



The first three recipients of the NHF Knox Prize are Drs. James C. Bradford, William N. Still, and Phillip K. Lundeberg. The medal is designed to honor individuals who advanced the field of naval history through scholarship, mentorship, and leadership.

Also that month the NHF facilitated the Battle of Lake Erie commemoration reception at the Navy Museum that included remarks by Vice Adm. Michelle Howard, who would later be selected to become Vice Chief of Naval Operations and earn her fourth star.



Educate and Inspire: Passing the legacy on to the generations who will follow

The NHF knows that it is crucial to pass on what we have learned to the next generation of Americans. We start by cultivating our nation's youth through the Capt. Ken Coskey National History Day Prize, which recognizes the best naval and maritime scholarship from middle and high school students. We nurture historical thought at the USNA and NROTC units through the Capt. Edward Beach and VAdm. Robert F. Dunn Prizes, given to midshipmen who demonstrates exceptional naval history scholarship. We've created a dynamic medium for conversation on the latest naval history publications, through our Naval History Book Reviews program. We've helped our nation's teachers learn about the history of the U.S. Navy and its cutting-edge technology, through our STEM-H Teacher Fellowship Program. We've developed a database of experts through our Directory of Naval Historians, which allows us to connect researchers to each other—and to the public—in order to foster ongoing dialogue about important topics in naval history. And we're proud to announce the new Commodore Dudley Knox Prize for Lifetime Achievement in the field of naval history. All of these programs encourage and inspire those who will bring our United States Navy's heritage forward to the future.

The NHF continued initiatives begun in 2011 to exploit the inherent technology displayed across the Navy's history enterprise through the development and design of science, technology, engineering, math and history (STEM-H) lesson plans and materials by four high school teacher



2013 STEM-H Teachers Ted Allen, Stacy Haines, Greg Felber, and Larry Chapman pose with the sail for USS *George Washington* (SSBN 598) at the Submarine Force Museum that adjoins *Nautilus* at Groton, Conn.

fellows working with NHF Education Outreach Coordinator John Paulson to meet state-level standards of learning. All of the lesson plans developed have been uploaded to the

www.usssnautilus.org website.

Maria Sutton of Wilmington, Del., earned the Capt. Ken Coskey National History Day Prize for naval history for her work on USS *Maine*'s loss in Havana Harbor and the subsequent impact on U.S. foreign policy.

Midshipman Daniel Ziminski received the Capt. Edward J. Beach Jr. Naval History Prize for his academic



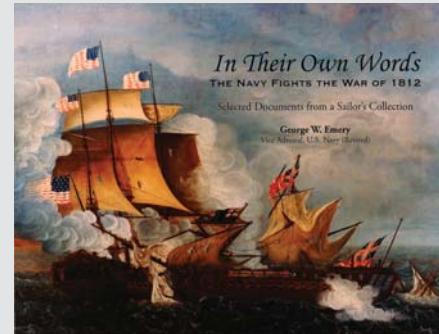
NHF Executive Director Capt. Todd Creekman and Mrs. Ingrid Beach present the Beach Prize to Midshipman Ziminski during a May awards ceremony at the U.S. Naval Academy.

accomplishments at the U.S. Naval Academy.

In September the Navy issued guidelines for entry submission from NROTC programs for the newly established Vice Adm. Robert F. Dunn prizes. The first prize winners will be notified in the fall of 2014.

NHF's social media presence continues to expand and grow. The

NHF Tumblr micro-blog reaches over 97,000 followers. The NHF blog is an established and recognized source for history and heritage with nearly 3,000 followers and the Facebook and Twitter pages have also seen viewership increases in 2013. In addition to publishing an updated edition of *The Navy*, the NHF updated and reprinted the 1999 monograph titled *The Washington Navy Yard*. This commemorative memori-



In Their Own Words represents the first NHF-produced and self-published monograph in over a decade.

al edition paid tribute to the 12 Navy Yard employees killed during the September 16, 2013, shootings. To commemorate the War of 1812, the NHF published *In Their Own Words*, which featured early 19th-century documents collected by former NHF Vice President Vice Adm. George W. Emery.



Naval Historical Foundation SUMMARY OF FINANCIAL AND ORGANIZATIONAL INFORMATION

As of 31 December 2013

ASSETS

Cash and investments \$1,496,122
Accounts Receivable \$177,808
Other Assets \$213,643
TOTAL ASSETS \$1,887,573

LIABILITIES

Accounts Payable and Accrued Expenses \$20,619
Deferred Revenue \$22,981
TOTAL LIABILITIES \$43,600

INCOME

Donor Contributions \$213,287
Interest and Investment Income \$135,319
Other Income \$46,335
TOTAL INCOME \$394,941

EXPENSES

Program Expenses \$647,532
Fund-raising \$105,370
General and Administration \$93,334
TOTAL EXPENSES \$846,236

NET ASSETS

Unrestricted \$1,541,621
Temporarily Restricted \$302,352

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