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THE VETERANS HISTORY PROJECT: 50,000 AND COUNTING

By Tom Wiener

In the summer of 2005, I reported in this space about the Veterans History Project’s (VHP) work to that point. Created in 2000 by an act of Congress, the Project collects firsthand accounts of American wartime veterans’ experiences in many forms: oral history interviews, correspondence, diaries, memoirs, photographs, and works of art. The historical scope of the Project begins with World War I and extends to stories of men and women who have served in the current conflicts in Iraq and Afghanistan.

VHP opened its doors in 2001 as part of the American Folklife Center in the Library of Congress. From a modest beginning, the Project now employs a staff of two dozen program specialists, historians, and processing technicians. And a trickle of incoming collections has now increased to a veritable flood of over 200 a week. The Project is volunteer-based in its collecting strategy; partner organizations, ranging from veterans service organizations to high school and college students, contribute materials to VHP, as well as individuals with a relative or friend whose story they want to share. All play a part in building VHP’s archive, which now totals over 50,000 individual collections.

Of the 15,000 individual collections that have been processed over the last two years, the majority have been World War II veterans—about 54 percent. This percentage of the overall total, however, is lower than in the initial years of

the Project, when well over 60 percent of our incoming material related to that war. The fact is, the veterans of World War II are dying at the rate of over 1,000 a day, and the Project is keenly aware of capturing as many of these stories as possible.

Access to all VHP collections is as important a goal as collecting and preserving them. To that end, basic information on every processed collection is available at the Project’s web site, www.loc.gov/vets. Search capabilities allow researchers and casual browsers to sort collections by war, by branch of service, by gender, and other broad criteria. In addition, we have made the materials in over 4,300 collections completely available through our web site. These fully digitized collections allow the researcher to listen to or watch the complete interviews, and to read accompanying documents.

Several times a year, VHP offers a selection of these fully digitized collections on its web site. The web features, under the overall title “Experiencing War,” are organized around themes such as Military Intelligence, The Art of War, and African Americans at War. Each feature contains collections that illuminate the theme and encourage researchers to dig deeper into VHP’s archives for more veterans’ stories on the same or related topics.

In November 2005, VHP produced a second book. Our first, published in November 2004, was titled *Voices of War*. It

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PRESIDENT'S MESSAGE

by
Bill Williams



Why should a government organization such as the one I work for, the National Security Agency (NSA), have a history office? There's no legal requirement to have one, so federal

agencies that employ historians must do so because they believe there is some sort of benefit in establishing a history program. For such a program to be successful, however, a "culture" needs to be created—among the workforce and through all levels of management—in which there is not just an awareness of the agency's history, but also an appreciation for the value that a historical perspective can provide. The Center for Cryptologic History (CCH) is focusing on creating such a "culture" at NSA and we've had some success. Other history programs might find some of the techniques we're using helpful.

One powerful way to increase the visibility of history is to take advantage of the capabilities provided by what has become the single-most-important piece of equipment on almost every employee's desk: the computer. Like other government agencies, NSA has an internal computer network that ties together all the agency personnel working at Fort Meade, as well as those assigned to "field sites" away from the Baltimore/Washington, DC, area. The first thing an NSA employee is likely to do after arriving at work is to turn on the computer and log onto "NSA Net." The web page that comes up initially, the "NSA Daily" page, provides links to key sites, information about recent developments of interest to the work force, and a regular feature called "History Today."

Every workday, "History Today" provides a different historical vignette that relates in some way to cryptology.

The popularity of this feature among NSA employees has been nothing short of astounding. Many employees report it's the first thing they read every morning. "Tag lines" at the bottom of the feature—suggesting CCH publications or products that provide additional information—always bring a response (sometimes for hundreds of copies of a historical publication). Employees can also send questions or comments about "History Today" to CCH—and they do, almost every day. Informal surveys rarely turn up anyone who is not familiar with this historical online feature.

"History Today" demonstrates that if historical information is easy to access and presented in an interesting way there is a ready audience—even at an organization, like NSA, that focuses on technology and engineering.

CCH has also taken other steps to raise the visibility of the history program for the workforce. One important initiative has been to start the orientation program for every newly hired employee at the National Cryptologic Museum. In the past, new employees would report to an in-processing facility where a blizzard of administrative paperwork provided their first impression of NSA. Now the "new hires" first day begins at the museum, where they are welcomed by a senior executive, given the oath of office, and then sent off for an hour-long guided tour.

The message we emphasize is that their cryptologic predecessors changed the history of the world. Some are skeptical about this claim at first, but when they see how cryptologists during World War II brilliantly solved the ciphers and codes used by the Germans and Japanese—and how the intelligence derived from these sources helped defeat the Axis powers in campaign after campaign—they can appreciate the importance of the work that they're about to begin. Critique forms from the "new hires" that take the museum tour are overwhelmingly enthusiastic and positive. Many, in fact, mention their desire to return to the museum later (perhaps with family and friends) to learn more about their cryptologic heritage.

Our hope is that the exposure provided by products such as "History Today" and the museum orientation will

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PRESIDENT'S MESSAGE, continued from page 2

help create a “culture” of historical awareness. Other initiatives designed to accomplish this goal include historical posters in the hallways, a cryptologic history course, and a user-friendly CCH web site on the internal network.

We also strive to have NSA's leaders—at all levels—develop an appreciation for the value of history. Working with NSA's Center for Leadership, we've introduced history into several courses at the National Cryptologic School. Our intent is to have current and future leaders taking these classes find their engagement with history to be worthwhile—so they recognize the usefulness of having a historical perspective as they make decisions that will shape today's and tomorrow's cryptologic operations.

As more supervisors at all levels are exposed to historical exercises, lectures, case studies, staff rides, and visits to the National Cryptologic Museum, our ability to create a “culture” of history seems to be moving in the right direction. We still have a long way to go, but we're making progress.

If you have a success story to tell about a federal history program, museum, archives, library, or other activity that's making an impact, please consider writing up a short article for *The Federalist*. Sharing achievements—or “lessons learned” about programs that were not as successful as their planners hoped—is one way SHFG makes a contribution to federal history. If you're interested in contributing to *The Federalist*, please contact any of the co-editors listed in the masthead.

DR. ALFRED GOLDBERG RETIRES

By John Lonnquest

On November 30, 2007, Dr. Alfred Goldberg retired as the Historian of the Office of the Secretary of Defense, a position he held for 34 years. Prior to his service at the Pentagon, for 20 years Dr. Goldberg served as Senior Historian with the United States Air Force Historical Division. Dr. Goldberg had long standing ties with the Air Force; he served with the Army and the Army Air Forces from 1942 to 1946, and then for the next 32 years was a member of the United States Air Force Reserve where he rose to the rank of colonel. At the time of his retirement Dr. Goldberg's distinguished federal career spanned a remarkable 57 years.

In remarks that he gave at his retirement ceremony, Dr. Goldberg recalled that he had witnessed the creation of the Department of Defense in 1947, and had observed the institution's growth for nearly 60 years. From the beginning, Goldberg observed that the Department of Defense recognized that the American people needed to understand the department's mission and operations. “The government” Goldberg said, “has a responsibility not only to make history but to record and publish it. History helps make government accountable to the people.”



Dr. Goldberg at his retirement ceremony.

Toward that end, Dr. Goldberg said that the historical offices of the Department of Defense “served this high purpose by preparing and publishing scholarly histories of the department that represent reporting, analyses, and interpretation of a high order of accuracy and objectivity. Our volumes make a significant contribution to the history of the country. Of special importance, we historians have been accorded a full measure of initiative and freedom to tell it like it was, without interference or censorship.” That, he said, “speaks well for the department.”

In looking back over his 34 years with the Office of the Secretary of Defense, Dr. Goldberg praised the efforts of his government colleagues, as well as the contractors and consultants who also supported his office. He also noted the pleasure he derived from daily office lunches held around the conference table, occasions that he described as a welcomed “social, collegial, and educational event.” In closing his remarks the retiring historian noted that he was looking forward to the future, “because that is where I intend to spend the rest of my life.”

VETERAN'S HISTORY PROJECT, continued from page 1 contained short excerpts from the materials in the collections to illustrate the varieties and similarities of veterans' experiences. Our second book, *Forever a Soldier*, presented 37 individual stories grouped around such themes as The Front Lines and The Brotherhood. With both books, the VHP web site offered an interactive guide, allowing the user to access each veteran's collection in toto. Both books were published by National Geographic Books and were issued in paperback editions one year after their original publication dates.

As a result of its publishing ventures, VHP has participated in each of the last four National Book Festivals, held each year in September on the National Mall in Washington, DC. Sponsored by the Library of Congress and presented with First Lady Laura Bush, a former librarian, the festivals offer readings by and discussions with authors, who also sign their books for readers. VHP presents several programs during the day-long Festival, offering a chance for readers to meet the veterans featured in its own books, as well as authors of and veterans from other works as well. For one program at the 2007 Festival, VHP convened a panel of Korean War veterans who had been interviewed by the late author David Halberstam for his final work, *The Longest Winter*.

The scholarly community has discovered VHP as a source for research. Larry Minear of Tufts University's Feinstein International Center reviewed over 30 of our interviews with National Guard personnel serving in the current conflicts in Iraq and Afghanistan in preparation for his monograph, *The U.S. Citizen Soldier*. The study is available as download at <http://fic.tufts.edu/downloads/NGStudyforinternet.pdf>. As of this writing, six Ph.D. candidates are using VHP collections as a major component of their research, while five researchers have been using the collections for books on topics ranging from Japanese-held U.S. POWs and minorities in World War II to the Air Force in the Java Campaign.

In the summer and fall of 2007, VHP was also in the spotlight thanks to the mammoth public television production, *The War*, a film about World War II told from the point of view of the everyday soldier. Co-directors Ken Burns and Lynn Novick's approach to this subject led them and their colleagues to discover the work of VHP and its similar approach-

ing to recording history. Though Burns and Novick did not use any VHP collections in their film, the directors and PBS saw a great value in promoting our work. Burns acknowledged in many interviews that he was compelled to do his film because its subjects, the men and women who served this country in World War II, were passing away at the rate of over 1,000 a day. For him, VHP offers a nationally established program that can record many more accounts of service before the entire generation that fought World War II has disappeared.

Burns hosted a menu-driven instructional DVD on tips for interviewing veterans using VHP guidelines as well as his own experience. That video is being distributed in several promotional packages and as part of an educational kit sent to every high school, public and private, in the country, along with suggestions for how to incorporate veterans history into the curriculum. In addition, PBS stations across the country have been initiating their own volunteer efforts to interview veterans, hosting VHP workshops to train potential interviewers, and in many cases producing local documentaries and online exhibits based on those interviews for VHP submission.

As the Veterans History Project continues its work, it is pleased to have the support of Congress, which after all founded the Project. (It is the brainchild of Ron Kind, Democrat, of Wisconsin.) In November 2007, a congressional resolution was passed to honor National Veterans History Project Week, formally commending citi-

zens to seek out a veteran to interview for the Project and generally raising awareness of the need to collect these stories of national service.

And the Veterans History Project has a new public face. In November 2005, VHP opened its Information Center in the Library of Congress' Madison Building. Easily accessible on the building's ground floor, the VHP Information Center offers a gallery of reproductions of art work, photographs and other artifacts from the collections. Visitors to the library can stop off in the Information Center and pick up brochures and materials required for submitting a collection. The center is also used for conducting interviews with veterans, for staff meetings, and for library events honoring veterans.

The VHP Information Center is open to the public weekdays from 10 a.m. to 4 p.m. and is staffed by VHP employees.



It is located in the Library of Congress' Madison Building, Room 109. While the Project does not conduct walk-in interviews with veterans, they will make every attempt to accommodate advance arrangements.

Now that the Veterans History Project has passed the milestone of 50,000 collections, it is assessing its collecting policy. An effort is underway to make its archives as representative of the wartime veteran's experience as possible. This will involve analysis of the collections' content and planning to seek out aspects of the veteran experience that remain untold. VHP will continue to focus on World War II veterans in its general planning, keeping in mind that veterans of the Korean War are also a segment of the population that is dying and

should be contacted for their accounts.

The Veterans History Project knows its mission—to collect, preserve, and make accessible the personal accounts of U.S. wartime veterans—is far from completed. With the support of both Congress and the Librarian of Congress, who enthusiastically promotes the Project in many of his public appearances, VHP is confident that this worthy addition to the story of our nation will continue to grow and thrive.

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DEPARTMENT OF STATE HISTORIANS HOST SCHOLARLY CONFERENCE ON “U.S.-SOVIET RELATIONS IN THE ERA OF DÉTENTE, 1969–1976”

By Evan Dawley

On October 22–23, 2007, the Office of the Historian of the U.S. Department of State hosted a major international conference on the origins and practice of détente during the Nixon and Ford administrations. This precedent-setting event brought together practitioners and scholars in a joint discussion of the origins, implementation, and global implications of this crucial event in Cold War history. The Office of the Historian held this conference in conjunction with the release of *Soviet-American Relations: The Détente Years, 1969–1972*, a volume of U.S. and Soviet documents produced jointly with the History and Records Department of the Russian Ministry of Foreign Affairs.

The conference began with comments by several current and former U.S. Government officials. Secretary of State Condoleezza Rice presented the keynote address, in which she discussed current issues in U.S.-Russian relations, as well as the historical context for contemporary events. Following her speech, a panel convened made up of former officials who had been directly involved in shaping the events under examination, including former Secretary of State Henry Kissinger and former Secretary of Defense James Schlesinger. (Former Secretary of State Alexander Haig had been scheduled to participate, but was unable to attend.) Former secretaries Kissinger and Schlesinger commented on their roles in shaping détente and the broader scope of U.S. foreign relations during these years. After their comments, members of the audience were able to submit questions on topics that ranged

from the character of direct U.S.-Soviet interaction, to the influence of global issues such as human rights and terrorism. All three of these speakers emphasized that current and future U.S. leaders could benefit from a review of the process of détente as they face contemporary problems around the world, such as current relations between the United States and Russia and the global distribution of U.S. military forces.

Following the comments and discussion by these practitioners, the conference turned to an examination of U.S. and Soviet documentary sources from this period. The focus here was on the recently published collection of U.S. and Soviet documents, which were published in both the United States and Russia with complete translations of all documents; the English edition was released in October 2007 as *Soviet-American Relations: The Détente Years, 1969–1972*. This 1,000-page collection includes accounts of meetings between then-Assistant to the President for National Security Affairs Kissinger and Soviet Ambassador Anatoly Dobrynin as they developed a confidential channel for talks and negotiations; reports made by Kissinger and Dobrynin to their respective heads of state; instructions from President Richard Nixon and General Secretary Leonid Brezhnev to their deputies; and a wealth of other official documents from the years leading up to the Nixon-Brezhnev Moscow Summit in 1972. This unique volume allows scholars to examine the U.S. and Soviet versions of the same meetings side-by-side for the

first time. Dr. Marc Susser, the Historian of the Department of State, and Ambassador Konstantin Provalov, Chief of the History and Records Department of the Russian Ministry of Foreign Affairs, introduced the collection of documents and discussed the process by which the volume was created. In addition, there were comments from a panel of academic experts on this period, including Robert Schulzinger (University of Colorado at Boulder), Jeremi Suri (University of Wisconsin-Madison), and Vladislav Zubok (Temple University). They commented on the importance of détente itself and on this volume's contribution to the study of U.S.-Soviet relations.

On the second day, the conference turned to academic analyses of U.S.-Soviet relations during the Nixon and Ford Administrations. A dozen scholars from around the world gathered to address détente from a variety of perspectives. Several placed détente into a broader global framework, examining on the one hand how European and Asian nations, or events in those regions, influenced U.S.-Soviet relations and, on the other hand, how the two superpowers interacted over a range of regional issues. Others explored the domestic contexts of détente in both the United States and the Soviet Union, while still others examined détente through literature, science, and human rights. Presenters included Dan Caldwell (Pepperdine University), Andrey Edemskiy (Slavic Studies Institute, Russian Academy of Sciences), David Geyer (Office of the Historian), Shelley Hurt (Vassar College), Lorenz Lüthi (McGill University), Michael Morgan (Yale University), Kathleen Parthé (University of Rochester), Effie Pedaliu (University of West England-Bristol), Angela Romano (University of Florence), Douglas Selvage (Embry-Riddle Aeronautical University), Stephen Twigge (United Kingdom Foreign and Commonwealth Office), and Julian Zelizer (Princeton University).

The conference on U.S.-Soviet relations was the most recent in a series of annual conferences that the Office of the Historian began hosting several years ago. In 2006, the subject was U.S.-Chinese relations during the 1970s, tracing the opening of diplomatic relations between the United States and the People's Republic of China from Kissinger's secret visit in

1971 to full normalization in 1979. Other conferences examined U.S. policies in South Asia from 1961 to 1972; U.S. relations with the Middle East, with a focus on the Arab-Israeli War of 1967; and U.S.-Latin American relations, with particular attention to the coup in Guatemala in 1954. Each past conference has coincided with the publication of corresponding volumes in the Foreign Relations of the United States (FRUS) series. The FRUS series is compiled by the Office of the Historian, with oversight from the Advisory Committee on Historical Diplomatic Documentation, under the mandate of the Foreign Relations Authorization Act of 1991. Transcripts and video from these conferences are currently available on the web site of the Office of the Historian (<http://www.state.gov/r/pa/ho/>), and more conference materials will be made available in the months to come. The current volume is available for purchase from the U.S. Government Printing Office for \$59 (international orders \$82.50). To order, visit the GPO website at <http://bookstore.gpo.gov>, or call toll free 866-512-1800 (GPO stock number 044-000-02616-3; ISBN 978-0-16-079065-2). Other volumes from the FRUS series can also be obtained from the GPO.

Evan Dawley is a historian at the U.S. Department of State, Washington, DC.



Former Secretary of State Henry Kissinger (left) and former Secretary of Defense James Schlesinger discuss U.S.-Soviet relations during the Nixon and Ford administrations.

PLANNING AND IMPLEMENTING A DIGITIZATION PROGRAM: THE MHI EXPERIENCE

By Thomas Hendrix

The U.S. Army Military History Institute (MHI), now part of the U.S. Army Heritage and Education Center (AHEC), is not alone in its efforts to manage the challenges and opportunities presented by digital technologies. The need to provide appropriate physical housing for its library, archival, and artifact holdings culminated in the construction and 2004 occupation of a modern, purpose-built facility. Concurrently, MHI fielded an information technology (IT) system and infrastructure tailored to its needs. Today MHI's web site provides more than 300,000 pages of historical material and tens of thousands of pages of finding aids, attracting (in November 2007) more than 30,000 visitors to the AHEC web site, 3,400 visitors to the online library catalog, and more than 9,500 to the digitized historical materials. This journey toward digitization is the basis for the insights below, presented in the following phases: planning, implementation, design, technical design, and operation.

PLANNING

A complete, properly staffed and agreed-upon plan is critical to the development of a digitizing program: it identifies the capabilities and resources required that, in turn, provide the basis for competing for budget dollars. A good plan provides strategic direction and helps avoid short-term diversions into promising but unproven "solutions" that seem to abound in the IT world. It is useful also in keeping higher headquarters aware of the project's goals and highlighting the accomplishment of important milestones and challenges that may affect the project.

The plan should focus the organization's efforts on the attainment of a clearly defined end state. This will help prioritize your desired capabilities. During planning try to suppress your organization's appetite for new technology: state-of-the-market capabilities are proven and more feasible, whereas state-of-the-art capabilities are enticing, but more challenging to implement, often because of higher cost and greater complexity. Try to plan enough time to permit adjustments yet still provide deliverables as scheduled. When milestones slip, difficulties increase and support wanes. When the plan is approved by competent authority the window for "great ideas" should close.

IMPLEMENTATION

Regular meetings with all of the project's stakeholders

can help avoid surprises later. What may appear to be a minor point at the outset can become a significant problem later if not addressed from the start. Certifications (initial and periodic) of IT systems, for example, are non-negotiable, expensive, and consume significant IT staff time. On the other hand, if a requirement doesn't make sense or seems unreasonable, ask the source to provide official documentation—upon examination it may go away or moderate. Trust your users but verify their requirements. Include your installation or next higher headquarters' IT staff, resource management/budget office, contracting office, and your installation/facility engineer office in the review process. If new construction or substantial building modifications are likely as a result of the digitization effort, include representatives from your installation's public works/facilities engineers, security, fire, and safety offices.

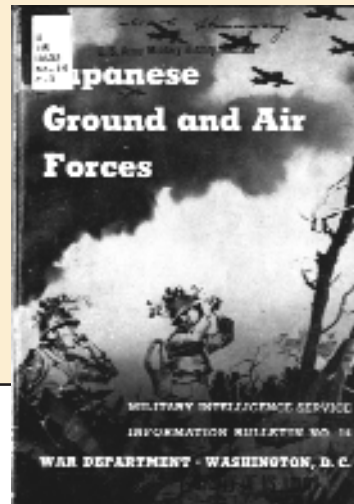
Regularly scheduled in-progress reviews (IPRs) improve unity of effort by keeping all stakeholders informed and engaged. A standard agenda ensures that project updates are shared, problem areas are identified, (some) problems may be solved on the spot, and decisions needed from higher levels of authority are identified. Each action identified is assigned to a stakeholder for execution and the status of all assigned tasks is reviewed at each IPR. These reviews provide the basis for scheduled updates/reviews for leaders that keep them informed and secure needed decisions in a measured, comprehensive, and timely manner.

DESIGN

In 1997 MHI established a one-person office to examine digitization possibilities, priorities and challenges, and over the next three years the institute developed a limited in-house digitizing capability. This included small pilot digitizing contracts. These experiences were incorporated into MHI's digitization design process, which began with an all-hands brainstorming session to capture any and all ideas for future IT development. These led to developing a list of requirements/desires expressed in plain English—no technical language at this point—with some prioritization of capabilities. One of our key determinations at this stage, for example, was that the purpose of our digitization program was to facilitate access to our holdings (high-use

but fragile materials) rather than to create large numbers of digital surrogates for preservation purposes. Other factors included the varied types of historical materials on hand (documents, books, audio, images, motion pictures, born-digital material), the integration of extant and future finding aids (born-digital and hard copy), support of training or educational programs, customer needs (current and future), providing sensitive and classified materials to official customers, services for public customers, service fees, image reproduction and copying, search and browse capabilities (concept, Boolean, pattern), optical character recognition (OCR), digital rights management, metadata schema, differentiated access (public, official, staff), email/digital delivery of products, services, and electronic commerce options (credit card purchases, shopping carts).

MHI was extremely fortunate that its Director, LTC Michael Perry, had the foresight to combine requirements for both a new building and information technology systems (software and hardware) into a unified package for entry into the budget process. Thus, when the project was approved, MHI had not just a building in hand, but the resources needed to implement its future IT systems. Further, the IT package included funding for five option years of system operation, allowing uninterrupted development and improvement during the critical first years of the program.



This World War II era military intelligence bulletin and its accompanying illustration is an example of the material digitized by the Military History Institute.

branches. Once agreed upon, these processes were recast into DOC formats that required relatively technical terminology (at least from the perspective of historians, archivists, curators, and librarians). One example of the cross talk and need to inform and educate concerned the requirement to present personal papers on the Web in a manner that reflected their original order or physical arrangement (collection, box, folder, and item). This need was initially dismissed or ignored by document management consultants and DOC staff members because they simply had no understanding of the importance of these archival concepts.

In addition, multiple technical standards needed to be settled upon for inclusion in the request for proposals (RFP), including parameters for quality of scanning (Web use only, higher quality for image reproductions, or both); employment of black-and-white, grayscale, and color capabilities; watermarking (on Web, only when printing, etc.); metadata fields; linkage between metadata fields and library record fields; technical specifications for OCR capabilities; use of thumbnail images; file formats for specific media (images and audio, for example). This led to the RFP, the receipt of bids, review of proposals, on-site presentations by bidders, and finally, the selection of a contractor and the implementation of the digitizing program.

TECHNICAL DESIGN

With our needs identified and agreed upon, and funding in hand, MHI next entered the labyrinth of the Army's contracting process. MHI was fortunate that the Carlisle Barracks Chief Information Office assigned an experienced and capable officer to MHI as project manager. He served as the "translator" among the MHI staff, the Directorate of Contracting (DOC), the Directorate of Resource Management (DRM), and bidders and contractors.

At this point, MHI had to definitively document its multiple material handling processes in detail. This required multiple working groups and decision briefings to lock in processes across the institute that had previously been the prerogative of subordinate divisions and

OPERATION

Digitization offers many possibilities to historians and librarians and can lead to "too many cooks stirring the broth." It is important that digitization program responsibilities across the organization are clear. The digitizing point of contact (POC) will become your expert concerning the selection of material, status of (off- and on-site) digitizing operations, process improvements, and quality assurance, and may become a key link between the digitization contractor and your IT staff in maintaining and improving your digitization program.

Selection criteria for materials to digitize may include prescriptive or elective factors and may include Privacy Act, copyright and fair use considerations; donor agreements; Army regulations concerning classified and sensi-

tive materials; and other Army restrictions limiting information pertaining to the current operating environment and the Global War on Terrorism (GWOT). Incorporating existing finding aids and databases may present a challenge because of the variety of possibly obsolete formats at hand, and because some may simply not be worth the labor required to migrate them to the Web.

Once identified for digitization, archival materials must be pulled from the shelves, accounted for, boxed for movement to off-site facilities, transferred to contractors, accounted for upon return, and returned to stacks. The final step in the digitization process is quality control and review, to ensure, among other considerations, that the retrieval software works as desired (relevancy rankings are reasonable) and to respond to customer access problems.

Remember that once established your digitization program will require care and feeding. Support requirements

will include designating subject-matter experts to select appropriate materials and feed them into the digitization effort; retaining IT personnel for systems maintenance and technical troubleshooting; and performing necessary system upgrades to remain in compliance with your installation IT/network requirements. Regular meetings with users of your digital materials (on- and off-site customers; organization reference room staff; organization and installation IT and systems personnel, etc.) will keep your system responsive and avoid wasted effort. While MHI's digitization program is a source of great satisfaction for all concerned, it remains a work in progress, and we look forward to its continued evolution and improvement.

Thomas Hendrix is the Chief of the Collections Division at the U.S. Army Military History Institute, Carlisle, Pennsylvania.

A DIFFERENT WAY OF DOING HISTORY: THE US ARMY COMBAT STUDIES INSTITUTE AND CONTEMPORARY STUDIES OF IRAQ AND AFGHANISTAN

By Donald Wright

In 2005, General Kevin P. Byrnes, the commander of the U.S. Army Training and Doctrine Command (TRADOC) directed the U.S. Army Combat Studies Institute (CSI) at Fort Leavenworth, Kansas, to put together a team that could write historical studies of the Army's current campaigns in Iraq and Afghanistan. General Byrnes' objective was to make these histories available to the Army so that its soldiers could understand in a comprehensive sense what it was going through in those two campaigns. To be relevant, however, he told the director of CSI that the Army could not wait decades for these studies; they had to be in the hands of soldiers in the near term if they were to make a difference. Ultimately, Byrnes hoped that CSI could publish a study every two years.

CSI began work on this project in the middle of 2005. The institute is part of the Army's historical community and its mission focuses on using history to help the soldiers understand their legacy and its relevance to current campaigns. CSI helps Army units and instructors in the Army school system in the use of staff rides and other applications of history. The historians at the institute also research, write, and publish historical monographs on military history, the most famous of which is the Leavenworth

Papers series that appeared in the 1980s and 1990s. CSI was not unfamiliar with what is called "contemporary history," that is the study of events in the recent past. In fact, in early 2004, CSI had published *On Point: The United States Army in Operation Iraqi Freedom*, a work that looked closely at the ground campaign in Iraq in March and April 2003. While published by CSI, *On Point* had been written by an outside team, headed by a brigadier general and composed of dozens of Army officers who traveled to Iraq to gather research materials. General Byrnes wanted CSI to use the momentum created by *On Point* for its new contemporary studies but it became clear that the Army could not give the institute a staff of 40 or 50 officers to staff a new contemporary history team.

In June 2005, CSI historians sat down to begin thinking about ways to create a team that could meet General Byrnes' expectations. The central problem was straightforward: good historical works require meticulous research, careful analysis, and thoughtful writing. The model of historical work that has dominated for the last three centuries is that of the solitary scholar who requires years of research before he or she is ready to begin writ-

ing. Most academic works of history today are the products of four or five years of focused work. Clearly, this model would not work for CSI.

Developing a team seemed to be the only solution but there were problems inherent with this approach as well. Would the team consist of individual historians each responsible for a different chapter of a larger work? Or, would it instead be composed of individuals who played different roles? In the end, the only feasible way of creating the team appeared to be a division-of-labor approach. CSI sketched out a structure that had a team chief, an operations officer, two writers, four researchers, two editors, an archivist, a graphics specialist, and a transcriptionist who would transcribe oral interviews.

This group would collectively do what individual historians have always done, only faster. The team chief would work with the writers to create an outline for the study, assigning each a number of chapters. The writers would then work with researchers to identify the documents and interviews necessary for the telling of the story. As the writers finished their chapters, editors would take over, making each piece a part of the whole. To illustrate the published studies, the graphics specialist would make maps and charts and collect relevant photographs. Finally, the archivist would organize all of the primary documents gathered by the team for use by other historians in the future.

As CSI began staffing the concept for what it called the Contemporary Operations Study Team (COST) within its larger headquarters, the resource management office at Fort Leavenworth made it clear that only the team chief, the operations officer, the archivist, and the graphics specialist positions would be filled by Army historians or other federal employees. CSI would have to turn to contractors to complete the remainder of the team.

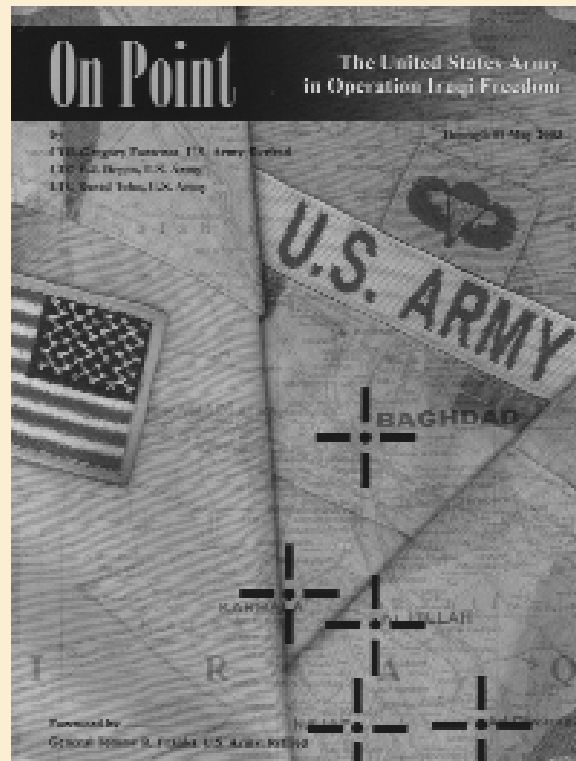
This was a daunting prospect. Some of the historians at CSI had experience designing and overseeing contracts, but these projects had been modest in size and scope. Creating the contract framework for the COST was another matter entirely. As most federal employees with experience in the contracting world know, designing contracts for the delivery of material goods or basic services can be

relatively simple. The statement of work (SOW) basically describes how goods or services are delivered by a certain date and sets the specifications (standards) for those goods and services. Thus, SOWs that set up contracts for the delivery of replacement parts or even janitorial services are easy to envision and construct. For example, a tangible requirement for a janitorial company in a SOW might be the daily emptying of all trash cans in a particular building. The standard for the service is straightforward and the government agent in charge of overseeing the contract can inspect the trash cans to quickly determine if the service is being provided.

The creation of historical studies is a bit more complex than janitorial services, however. CSI had to harness its creativity in order to describe in the SOW the complicated work of researching, writing, and editing a large study. Some of the tasks were relatively easy to describe. For example, we knew researchers had to conduct two basic tasks: collect documents and conduct oral interviews. It was also a relatively simple step to break those tasks into subtasks that would describe in a precise way what the contractor had to accomplish. A bigger obstacle came in trying to determine the periodic tangible deliverables for each researcher, writer, and editor. How many pages should we expect a writer to write and an editor to edit in a single month? How many interviews should a researcher accomplish? Even more daunting was the problem

of defining quality in the contract documents. How can we create a deliverable that measures not just the number of pages to be written but the quality of those pages? Establishing standards for replacement parts and even basic services like janitorial support is straightforward. But what criteria constitute the standard for an acceptable chapter or for a successful oral interview?

After much struggling with questions like these, the historians at CSI had completed the SOW, and by the early fall of 2005, they had selected a contractor to supply the services. The contract team arrived in late September and began work researching their first topic—the U.S. Army in Operation Iraqi Freedom between May 2003 and January 2005. The team's goal was to complete a draft study of the



Army in this period within 12 months. Over the next year, the researchers traveled extensively and conducted 190 interviews with major political and military figures including Colin Powell, L. Paul Bremer, General (Ret.) Tommy Franks, General (Ret.) John Abizaid, General David Petraeus, and Lieutenant General (Ret.) Ricardo Sanchez. They also collected several terabytes worth of documents. The team's writers and editors used these primary sources to complete a 750-page manuscript that tells the story of the U.S. Army in the very challenging 18 months after the toppling of the Saddam regime. CSI plans to publish a revised version of that manuscript later this year under the title *On Point II: Transition to the New Campaign. The U.S. Army in Operation Iraqi Freedom, May 2003 through January 2005*.

The Combat Studies Institute and the Contemporary Operations Study Team had met its initial goal. CSI had created a collective approach to the writing of historical studies, and the team that resulted managed to complete a lengthy and rigorous account of the Army's most important campaigns in a generation. Certainly, problems emerged during that first year. For example, to ensure that the study covered the themes and events considered critical by the team chief, researchers and writers found that

they had to work closely with the chief as they planned out and began work on chapters. Neither CSI nor the contractor had anticipated this type of close coordination at the outset. But this realization led to the creation of a series of chapter review boards that helped close the gap between the contractors' deliverables and the government's expectations.

Improving on processes and building on experience, CSI and the COST has come a long way in their efforts to offer soldiers timely historical studies of current campaigns. The collective approach to doing history is unique and at times has presented difficulties that are not easily overcome. However, as CSI entered 2008, the COST has completed a draft manuscript on the campaign in Afghanistan and is now researching a follow-on study to its Iraq project. The historians at the institute believe that they are making a significant contribution to the understanding of what is surely a seminal period in the history of the U.S. Army.

Donald Wright is the Chief of the Contemporary Operations Study Team at the Combat Studies Institute, Ft. Leavenworth, Kansas.

SHFG MENTOR PROGRAM

By Annette Amerman

At a crucial stage in my undergraduate education, I was lost and floundering. There was little time before my projected graduation, and I had lost focus and direction—I knew I was passionate about history, but I no longer wanted to teach. I turned to the Dean of the Arts and Sciences Department, a historian and a professor I admired after taking several of her classes. I can directly attribute my success to my mentor, Dr. Catherine Tisinger, she was the one who gave me sound advice at that crucial stage—she was then, and continues to be, my mentor.

There are many of us working today who would be worse off for not having that one person who aided us through our career choices, educational options and our professional journey. The Executive Council of the

Society for History in the Federal Government has tentatively approved a Mentor Program to match SHFG member professionals with students who need a person who has been down the same road and knows the twists and turns of working in the career field. Providing guidance to the younger generation in turn yields a better historian, author, researcher, curator, archivist, etc—simply because you chose to provide that guidance. You may learn something new about the field or yourself in doing so.

If you are interested in becoming a mentor, please contact Annette Amerman at aamerman@gmu.edu for more information.

INTERNSHIPS IN FEDERAL HISTORY

The internship experience can be an invaluable one for students interested in the history profession. Students can gain hands-on experience with historical materials, learn critical professional skills and the workings of history offices, and build professional contacts. Interns can make valuable contributions to a program, and often these opportunities lead to permanent positions. Program opportunities in federal history offices are diverse and extensive. This column highlights a different history internship program in each issue. You can send information on your office program for future inclusion to benjamin.guterman@nara.gov

MARINE CORPS HISTORY DIVISION

Program Goal: To provide undergraduate students with practical work experience and the acquisition of research skills.

Intern duties: The Division welcomes applications from college students interested in working in historical and museum activities. Interns receive a stipend of \$50 per day for daily expenses, provided by the Marine Corps Heritage Foundation.

Interns working at the Marine Corps History Division serve as:

- reference/research historians (servicing information requests from public and official sources, and performing research, largely in primary source collections)
- historical writers' assistants (researching material to support ongoing writing projects)
- oral historian assistants (cataloging and servicing collections)

Internship may lead to a published monograph, catalog, finding aid, or published article in Division's quarterly newsletter *Fortitudine*.

Work location: Work is done at Marine Corps History Division, Building 3079, Marine Corps Combat Development Command, Quantico, Virginia. There may be requirements to use research facilities and collections elsewhere in the Washington, DC, area. Service should be at least half a day per week, preferably a full day or more.

APPLICATION REQUIREMENTS

- Applicants must be registered students at a college or university. Schools may grant academic credit for internship work experience in subject areas related to the student's course of study.
- Major or minor fields of the study in history, American studies, political science, and data processing are helpful but not mandatory.
- Each internship is the product of an agreement between the

sponsoring institution, the student, and the History Division.

- Applicants and academic sponsors should visit the Division, see its facilities and collections, and meet prospective supervisors of interns.

Web site: <http://www.history.usmc.mil>

Contact: For information and application, write to:

Marine Corps History Division

Attn: Coordinator, Grants and Fellowships

3079 Moreell Avenue

Quantico, Virginia 22134

(703) 432-4877

Related program options: Research grants and master's thesis and doctoral dissertation fellowships.

Colin Colbourn is currently in the master's program in War and Society at the University of Southern Mississippi having earned his B.A. in history from Ball State University in 2007.



An internship at the United States Marine Corps History Division (HD) at Quantico, Virginia, offers college students an exciting introduction into the realm of professional history. My internship opened new doors for me both academically and professionally, further developing my skills as a historian. During my internship, I worked with the Chief Historian of the Marine Corps and in the Historical Reference Branch. I catalogued and created a database for some 250 official Marine Corps publications and conducted research in response to inquiries from the general public to Marine Corps general officers.

Once I became comfortable at HD, my interest in the material in the stacks led me to seek out topics for my own research and writing. The staff at the History Division aided me in conducting outside research at several archives. Uncovering lost information from the past and interpreting history is an exciting experience. My research has taken me from the Marine Corps University Archives, to the Nimitz Library and Archives at the United States Naval Academy, and the National Archives at College Park.

There is no doubt that my internship at the History Division helped me in achieving graduate school acceptance and being published while still a student. I find that the experience I gained from working with historians and writers at the History Division influences my everyday actions as both a student and historian.

MAKING HISTORY

AMERICAN OCCUPATIONAL THERAPY FOUNDATION

The American Occupational Therapy Foundation's (AOTF) Institute for the Study of Occupation and Health invites the participation of SHFG members in a survey of federal archives and museums that hold primary documents and artifacts relating to the history of occupational therapy (OT) in the United States, particularly during the First World War, Second World War, and Korean and Vietnam conflicts. The results of this survey will enable AOTF to refine an OT-history finding aid connected both to its Program for OT Heritage and to its Wilma L. West Library, a national repository for the literature of the OT profession which, in cooperation with the American Occupational Therapy Association (AOTA), houses the archives of AOTA dating from ca. 1917-1975. If you have knowledge of OT historical resources within your agency — whether documents, artifacts, or both — and wish to include these materials in the results of this survey, please contact AOTF Institute director and fellow SHFG member, Dr. Jeffrey S. Reznick, by email at jreznick@aotf.org or by phone at (301) 652-6611, extension 2555.

ARMY CORPS OF ENGINEERS

On 21 February, Dr. Michael Brodhead was one of three panelists in a discussion, sponsored by the National Building Museum, on the “Past, Present, and Future of the Panama Canal.” Dr. Brodhead’s talk focused on the period of American construction, 1904–1915, with emphasis on the contributions of U. S. Army Corps of Engineer officers.



The Pedro Miguel locks under construction at the Panama Canal, January 1911.

HISTORY ASSOCIATES INCORPORATED

Through the reminiscences of its pioneers, the unwritten history of the creation of the Internet was captured in a series of videotaped sessions by History Associates Incorporated (HAI) oral historians on November 28, 2007. The sessions, moderated by HAI historians Philip Cantelon, Kenneth Durr, Jason Gart, and James Lide, explored the pivotal role of the National Science Foundation Network (NSFNET) in transforming the small and experimental networking initiatives of the 1970s into the worldwide Internet of the 1990s.

The group oral history sessions, sponsored by the non-profit organization the Internet History Archive, each featured from three to seven veterans of the NSFNET project and covered such topics as technology, government involvement, and commercialization. The objective of the Internet History Archive is to create a digital archive of source materials covering the creation and evolution of the Internet. To this end, the Internet History Archive will make streaming video of the sessions available for web access. The oral history event took place in conjunction with the volunteer-organized conference, NSFNET: The Partnership that Changed the World held November 29 through 30 at the Crystal Gateway Marriott in Arlington, Virginia. For more information about this project or History Associates Incorporated, call Kenneth Durr at (301) 279-9697 or visit www.historyassociates.com.

HISTORICAL RESEARCH ASSOCIATES, INC.,

Historical Research Associates, Inc., has undergone a transition of corporate officers, effective January 1, 2008. Replacing founder Alan Newell as president is Matthew Godfrey, who has been serving as the head of the company's History Division for the past year and a half. Godfrey has a Ph.D. in Public History from Washington State University and is the author of *Religion, Politics, and Sugar: The Federal Government, the LDS Church, and the Utah-Idaho Sugar Company, 1907-1921* (Utah State University Press, 2007). HRA is a consulting firm that provides expert witness services in environmental, land use, and Native American rights litigation; research services for cultural resource inventory and permitting; compliance with archaeological and historic resources regulations; historic preservation planning; and research and writing of corporate and government history publications. It is headquartered in Missoula, Montana, and has branch offices in Seattle, Washington, and Portland, Oregon. The company also has an ownership interest in a Houston, Texas, firm and is affiliated with offices in Cincinnati, Ohio; Richmond, Virginia; and Wakefield, Rhode Island.

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

The National Archives announced that the Electronic Records Archives (ERA) system has passed a significant milestone, with the successful completion of government testing of the first delivery of software from the developer, Lockheed Martin Corporation. The system promises, when completed, to preserve virtually any kind of electronic record, free from dependence on any specific hardware or software. The first pilot supports creating and processing records schedules and requests for transfer of records. The second pilot, delivered by Lockheed Martin in December 2007, adds system functions for transferring electronic records. The third pilot, was delivered in early March 2008, will provide tools for automated inspection of electronic records.

NARA and the Genealogical Society of Utah (GSU) have announced a five-year partnership agreement to digitize case files of approved pension applications of widows of Civil War Union soldiers from NARA's holdings. The current pilot program will digitize, index, and make available the first 3,150 of the pension files. If successful, GSU (FamilySearch), in cooperation with Footnote.com, plans to digitize and index all 1,280,000 Civil War and later widows' files in the series. These records have been a major resource for researchers in Civil War history and genealogy but were available only at the National Archives Building in Washington, DC. FamilySearch will make the digitized materials available for free through and in 4,500 family history centers worldwide, or on a subscription-based web site operated by a third party, subject to National Archives approval. They will also be available at no charge in National Archives' research rooms in Washington, DC, and regional facilities across the country. In addition, FamilySearch will donate to the National Archives a copy of all the digital images and the associated indexes and other metadata that they create.

The Roosevelt Library hosted a conference on November 11–12 titled "The Presidency and the Supreme Court," with over 400 people in attendance each day. The conference explored the relationship between the two branches of government through our history and focused on nominations and confirmations of Justices, and the Court's role in social issues and in the evolution of governmental power. Sessions examined not only specific cases but such issues presidential power in wartime and on the social and cultural issues of the death penalty, religion, and abortion. Former Supreme Court Justice, the Honorable Sandra Day O'Connor delivered the keynote address, and other guests included Allen Weinstein, Archivist of the United States, Sharon Fawcett, Assistant Archivist for Presidential Libraries, National Public Radio

Legal Affairs Correspondent Nina Totenberg who moderated many of the conference sessions, C. Boyden Gray, currently U.S. Ambassador to the European Union, former White House Counsels John Dean (to President Nixon) and Beth Nolan (to President Clinton), Anthony Lewis, former New York Times columnist, and St. John's University Law Professor John Q. Barrett.

Greg Bradsher received the 2007 C.F.W. Coker award from the Society of American Archivists for his work on two major finding aids: *Holocaust-Era Assets: A Finding Aid to Records at the National Archives and Japanese War Crimes and Related Topics: A Guide to Records at the National Archives*.

On November 28, 2007, the Richard Nixon Presidential Library and Museum released approximately 122,800 pages of historical materials from the Nixon presidency at the National Archives in College Park, MD. In the largest release of Nixon-related materials under mandatory review, the Nixon Presidential Library released over 10,000 pages of documents that were previously withheld from public access, and that were re-reviewed for release and/or declassified. The documents are from the White House Special Files, Staff Member and Office Files; the National Security Council File series including the Henry A. Kissinger Office Files and the National Security Council Institutional Files. The library also opened around 4,800 pages of documents from the White House Central Files, Name Files; approximately 83,000 pages of White House Central Files, Staff Member and Office Files, and White House Press Office Files; and 25,000 pages of documents from Records of Temporary Committees, Commissions, and Boards, Records of the Cabinet Committee on Education.

A new exhibit at the National Archives Building features 42 original pen-and-ink drawings/cartoons by Clifford K. Berryman, famed cartoonist for *The Washington Post* and *Washington Evening Star*. The exhibit will be open through August 1, 2008.



Participants at Supreme Court conference at the FDR Library included (left to right) historian Douglas Brinkley, NPR legal affairs correspondent Nina Totenberg, and Ambassador C. Boyden Gray. (Photo by William Boxer)

NAVAL HISTORICAL CENTER

The Naval Historical Center sponsors a program of monthly one hour lectures on Tuesdays, 12:00–1:00 pm, that are related to the history and heritage of the naval service. Each of the seminars will be held in the U.S. Navy Museum Education Center at The U.S. Navy Museum, Bldg. 76, Washington Navy Yard, Washington, DC. Parking is available in the blue-lined spaces in the parking garage adjacent to the Washington Navy Yard's 11th Street gate. For additional information on the programs, please contact the Senior Historian of the Naval Historical Center at (202) 433-3940.

On May 20, 2008, Dr. George Billy of the Merchant Marine Academy will deliver a lecture on World War II patrol of the submarine the USS *Swordfish* (SS-193). In the lecture, "Hensel's Challenge," Dr. Billy will explore the history of the USS *Swordfish* in World War II, focusing on the boat's unusual tenth war patrol. As commander of a submarine division in 1943, Captain Karl G. Hensel was not required to go on patrol. Yet, he surprised everyone by taking *Swordfish* to sea for her tenth war patrol. Hensel faced several challenges which cast doubt upon the patrol's success. His stern personality and rigid attitude quickly alienated the crew. Also, *Swordfish* was displaying the ravages of nine previous patrols, and Japanese anti-submarine forces were becoming dangerously innovative and aggressive. Most of all, Hensel faced the challenge of never having gone on a wartime patrol. How he dealt with these challenges of command is a significant chapter in the *Swordfish* story.

On June 17, 2008, Robert Allison, author of *Stephen Decatur: American Naval Hero, 1779–1820* will deliver a

lecture titled "Stephen Decatur and the Formation of the Navy." Allison will discuss the life and legacy of Decatur, the youngest man ever to be appointed captain in the U.S. Navy. Decatur's legendary roles in the war against Tripoli (1801–1805) and in the War of 1812 were crucial to the young nation's well-being; his relationship with Robert Fulton led to the development of the world's first steam-powered warship; and his years as administrator of the peace-time Navy and his understanding of American politics and culture were crucial to the Navy's survival. The author will be available to autograph copies of his book.

NATIONAL PARK SERVICE

A new history by David Grayson Allen, *The Olmsted National Historic Site and the Growth of Historic Landscape Preservation* (University Press of New England, 2007), explores the development of the Olmsted site and how it became a model for the National Park Service in its preservation of sites nationwide.

U.S. HOUSE OF REPRESENTATIVES

The Office of History and Preservation announces a new feature on the Clerk of the House's web site—an interactive timeline of House history (http://clerk.house.gov/art_history/timeline/index.html). The timeline traces more than two centuries of institutional milestones. The web site also features *Women in Congress* (<http://womenincongress.house.gov>); the *Biographical Directory of the U.S. Congress* (<http://bioguide.congress.gov>); and numerous fact sheets pertaining to the history of the House (http://clerk.house.gov/art_history/house_history/index.html).

SOCIETY FOR HISTORY IN THE FEDERAL GOVERNMENT ONLINE JOURNAL

The Society seeks papers for its new online, peer-reviewed history journal to be published in fall 2008. The journal will promote scholarship on all aspects of the history and workings of the federal government, 1776 to the present, and relationships between the development of American society and the U.S. military and government. In addition, the journal will feature research articles on methodological developments in federal historical work, including the fields of history, archival science, historic preservation, public history, museum studies, web-based history, memory studies, and other related areas. The manuscript must be fully documented and follow the submission standards available by e-mail request to editor-shfg-journal@shfg.org. Send your manuscript, an abstract, brief biographical information, and information on available images to editor-shfg-journal@shfg.org Deadline: May 30, 2008.

FEDERALIST CALENDAR

- May 1–3, 2008.** Mid-Atlantic Regional Archives Conference (MARAC) Annual Meeting, “Education Outside the Box.” Chautauqua Institution, Chautauqua, NY. Visit <http://www.lib.umd.edu/MARAC/conferences/2008/spring08/spring08.html>
- July 23–26, 2008.** National Association of Government Archives and Records Administrators (NAGARA) Annual Meeting, Atlanta, GA. Visit <http://www.nagara.org/displayconvention.cfm>
- June 26–28, 2008.** Society for Historians of American Foreign Relations (SHAFR) Annual Conference, Columbus, OH. Visit <http://www.shafr.org/meeting08/index.htm>
- Aug. 27–31, 2008.** The Society of American Archivists (SAA) Annual Conference, “Archival R/Evolution & Identities,” San Francisco, CA. Visit <http://www.archivists.org/conference/sanfrancisco2008/index.asp>
- Sept. 9–12, 2008.** American Association for State and Local History (AASLH) Annual Conference, “Discovering the Power of Transformation,” Rochester, NY. Visit <http://www.aaslh.org/anmeeting.htm>
- Oct. 10–14, 2008.** The Society for the History of Technology Annual Conference, Lisbon, Portugal. Visit <http://www.history-oftechnology.org/>
- Oct 15–19, 2008.** Oral History Association Annual Conference, Pittsburgh, PA. Visit <http://alpha.dickinson.edu/oha/>
- Oct. 22–25, 2008.** Western History Association 48th Annual Conference, Salt Lake City, UT. Visit <http://www.umsl.edu/~wha/index.html>

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