

THE INFRASTRUCTURE OF A NEW U.S. MARSHALS MUSEUM

By David S. Turk

The U.S. Marshals Service is in the process of building its national exhibition—no small task in concept or execution. The current plan is for an iconic structure on the Arkansas River in the city of Fort Smith, just across from the Oklahoma lands where our deputies so famously kept law and order. In Fort Smith, U.S. District Judge Isaac Charles “Hanging Judge” Parker presided just a short distance away from the site for two decades—1875 to 1896—in a stone building maintained by the National Park Service. Judge Parker hung about 60 men that our deputy marshals arrested, far fewer than most accounts stated. However, the land across the river, then called Indian Territory, gave Parker one of the largest and most dangerous jurisdictions in our agency’s long 220-year history. Was this a factor in selecting a museum site? Indeed, but not the only one.

The core of the U.S. Marshals museum was once a traveling exhibition entitled “America’s Star,” which commemorated the 200th anniversary of the U.S. Marshals. The moveable museum was constructed and moved by the Smithsonian Institution Traveling Exhibition Service (known as SITES), with funding provided by a nonprofit foundation. SITES constructed the casework and mahogany panels, and alongside our historical office filled the displays with fascinating pieces of our rich past—exemplified by Belle Starr’s saddle and an entire 19th-century U.S. Marshals’ office. Beginning at the Supreme Court in late 1988, the agency coordinated with SITES over a 14-city tour that ended in Tallahassee, Florida, in July 1991. By that time, the



The hat, pistol, and watch chain owned by Oklahoma Territory Marshal “Catch ‘Em Alive” Jack Abernathy, ca. 1900.

agency undertook a selection process for a permanent museum with the agency artifacts and those objects on extended loan. Once Laramie, Wyoming, was selected, SITES and the foundation transitioned the exhibit to its new home.

The first incarnation of the U.S. Marshals Museum was on the grounds of the Wyoming Territorial Prison in Laramie from 1991 to 2002. The prison had housed Butch Cassidy among other famous inmates in Wyoming Territory, and the restoration of the prison facility was nicely done. Special events—including a coordinated “U.S. Marshals Day,” which explained our varied functions, opened doors to the

See *U.S. Marshal’s Museum* continued on page 3

INSIDE

U.S. Marshal’s Museum , <i>David S. Turk</i>	1
President’s Message , <i>Pete Daniel</i>	2
Center of Military History , <i>Richard W. Stewart</i>	3
The Army Art Collection , <i>Matt Seelinger</i>	5
Interview with the Archivist , <i>Benjamin Guterman</i>	6
Referencing NASA History , <i>Gail Langevin, Jane Odom, and Jennifer Ross-Nazzal</i>	9

Oral Histories in the U.S. Forest Service , <i>Donna Sinclair</i>	11
Preservation of Email Collections , <i>Lynda Schmitz Fuhrig</i>	13
From the Archives , <i>Charles Downs</i>	14
Internships in Federal History	15
In Memoriam	16
Declassification Watch	16
Making History	17



PRESIDENT'S MESSAGE

By Pete Daniel

We owe Mike Reis a huge debt of gratitude for steering the Society for History in the Federal Government through a year of major accomplishments. We have also weathered the emotional loss of Peter Kraemer, our Treasurer. David Turk of the U.S. Marshals Service has now taken over the treasurer's duties and reports that all is in order. Two members of the Executive Council step down this year, John Parascandola and Matt Wasniewski, but Matt will become vice president/president-elect and continue his active role. Juliette Arai, who has done a remarkable job as membership coordinator, is turning that job over to Sejal Patel, a senior fellow at the National Institutes of Health. Sejal, who was won over to the SHFG at our Christmas party last year, believes that we have a wonderful opportunity to increase membership, especially among younger federal historians. During the year, we hope to create events that will allow members and potential members to meet and exchange ideas.

Ben Guterman has taken the initiative to contract for design services to improve our web site. When the site is completed in a few weeks, we will be able to enter updates and content promptly. And the site will be more extensive and diverse in content, and serve as a platform for exchanging information about federal history programs. The site will also allow members to renew and new members to enroll online. This past year we had some difficulties getting current information posted to the site, and the

new arrangement will remedy that problem. The goal is to have a site that is relevant to our members and a place where we turn often for information.

As much as we enjoyed last fall's Hewlett Lecture at American University, this year we are changing the format to one familiar to those who dined at La Colline years ago. Thanks to the initiative of Henry Gwiazda in scouting out Clyde's in Chinatown, on October 27 we will revert to the model of a cash bar, dinner, and Hewlett Lecture. Archivist of the United States David S. Ferriero will present the lecture. If you Google the Piedmont Room at Clyde's, you will discover a perfect room for 130 SHFG members and guests. I very much like the format of having time for a cocktails and a chat with friends, the opportunity to extend our conversations during dinner, and a stimulating lecture. Please mark your calendars for this important function.

President-elect Matt Wasniewski has already begun to think of the spring conference and is eager for proposals. This year we had an excellent conference with a diversity of topics, and Matt hopes to make it even better next year. Sejal Patel is eager to sign up new members and needs our help. Many of us know or work with historians who should be SHFG members but for some reason have not joined. We need to stress to them that the Society is changing, that our web site will offer more content, that the Hewlett Lecture is an opportunity not only to socialize but to hear an important lecture, that our holiday party is outstanding, and that the spring conference is an opportunity to expand their minds. For a small organization, SHFG offers a great deal, so selling the Society to prospective members should be a priority.

I am looking forward to working with an exceptional group of officers and to a productive year.

THE FEDERALIST (ISSN 0736-8151)

Newsletter of the Society for History in the Federal Government
Published Quarterly

The Society is a national professional organization open to all who are interested in federal history programs. Annual membership fee is \$40 and includes a subscription to *The Federalist* and other periodic publications. Contributors are encouraged to submit articles, news listings, and photographs to the editors. Issues one-year-old and older (Second Series) are available, along with an index to articles, on the Society's web site at www.shfg.org.

Opinions expressed in articles are those of the authors and do not necessarily reflect the positions of *The Federalist*, the SHFG, or the agencies or organizations where the authors are employed.

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U.S. Marshal's Museum, continued from page 1

public. In 2002, the Director of the U.S. Marshals Service felt it was time to place the artifacts in a difference venue.

The new selection process took approximately four and a half years. After carefully working with a professional team of museum specialists to inventory and crate the artifacts, the materials were transported to the agency's district office for the next several years. An internal committee, consisting of 10 people from both our headquarters and district offices, made up the U.S. Marshals Site Selection Committee. Closely coordinated with the Director, the Committee heard formal presentations at our headquarters from representatives of four cities—and from these, two were chosen. The Site Selection Committee visited those two locations. The Committee was looking for community sustainability, historical significance to the agency, and a sound business plan. Fort Smith, with land donated by a deputy's descendant to a new nonprofit, won out. U.S. Marshals Service Director John Clark made the final decision partially based on information provided by the Site Selection Committee in January 2007.

A full Board of Directors, helmed by an Executive Director and officers, was shortly formed. Our agency provides feedback through three representatives appointed by the Director. Committee assignments are submitted to those whose strengths can best suit that part of the board's work (e.g., content, bylaws, or other). A storyline committee, composed of many voices, helped perfect the agency story into one solid theme or set of themes.

With any museum, the subject of funding inevitably arises. Government employees cannot engage in fundraising,

and in hindsight, an agency that wants to build a museum must do so carefully—either by appropriation, which allows an agency full control, or through a foundation, which entails less government regulation but less control. In a time of tight budgets, the former is simply too difficult a path for most agencies. A foundation or nonprofit, if guided correctly, can avoid some of the pitfalls but still maintain the necessary coordination with its host agency to ensure completion yet diversity of roles. The twin dangers of money and politics bring their own dividing factors—and frequent and meaningful communication should straddle many of these fences.

In a nutshell, any structure of this nature should be representative of an entire agency. As an outreach tool, creative output and messaging are crucial in public-private partnerships. In our case, our capacity is more of an advisory or consultative role. However, there are simply participatory lines that should not be crossed, and it's important that any agency seeking to follow this path to museum-building keep the "raft" together while keeping jurisdictions separate.

The U.S. Marshals Museum, like any other project of its size, is subject to the economic winds of the time. So when asked when it will be open, we cannot yet provide a date. We could estimate, but measurable success in a museum plan is not only in dollars. It is to the credit of all who created the infrastructure of the U.S. Marshals Museum that reality starts with the hard work of many people and the investment in their history.

David S. Turk is the Historian at the U.S. Marshals Service, headquartered in Arlington, VA.

THE U.S. ARMY CENTER OF MILITARY HISTORY

By Richard W. Stewart

THE ORIGINS

The U.S. Army Center of Military History (CMH) is responsible for the appropriate use of history throughout the United States Army. Traditionally, this mission has meant recording the official history of the Army in both peace and war, while advising the Army Staff on historical matters. In terms of this tradition, the Center traces its lineage back to those historians under the Secretary of War who compiled the Official Records of the Rebellion, a monumental history of the Civil War begun in 1874, and to a similar work on World War I prepared by the Historical Section of the Army War College.

The modern organization of the Army's historical efforts dates from the creation of the General Staff histor-

ical branch in July 1943 and the subsequent gathering of a large team of historians, translators, editors, and cartographers to record the official history of World War II. This team began publication of the United States Army in World War II series (the well-known "green books"), which numbers 79 volumes. Since then, CMH has produced detailed series on the Army's role in the Korean and Vietnam Wars, has begun a series on the U.S. Army in the Cold War, and published some initial short studies and pamphlets on the Global War on Terrorism. These works, supplemented by hundreds of monographs and other publications on a rich mix of topics, have made the Center one of the major publishers of authoritative military history in the world.

Since its formation, CMH has also provided quick and responsive historical support to the Army Secretariat and Staff, contributing essential background information for decision making, staff actions, command information programs, and public statements by Army officials. Over the decades it also has progressively expanded its role in the vital areas of military history education, the management of the Army's museum system, and the introduction of automated data-retrieval systems. The Center's work with Army schools ensures that the study of history is a significant part of the training of officers and noncommissioned officers. It also supports the use of history to foster unit pride and give today's soldiers an understanding of the Army's past. Much of this educational work is also performed at field historical offices and in Army museums throughout the world. The Center thus provides all levels of the Army, as well as other services, government agencies, and the public, with a growing awareness of history that goes well beyond publications alone.

HISTORICAL ACTIVITIES

Under the direction of the Chief of Military History and his principal adviser, the Center's Chief Historian, CMH's approximately 40 historians are involved in dozens of major writing projects at any one time. Many of these efforts involve new research that ranges from traditional studies in operational and administrative military history to the examination of such areas as logistics, procurement, peacekeeping, and the current Global War on Terrorism.

Army historians at the Center also maintain the organizational history of Army units, and publish certificates of the lineage and honors of all those units whether in the active Army or in the Reserve Components. The Center also determines the official designations for Army units and works with the Army Staff during force reorganizations to preserve units with significant histories, as well as unit properties and related historical artifacts. This sense of unit history, heritage, and identification is an invaluable part of a unit's morale and contributes directly to our soldiers' sense of *esprit de corps*.

Underscoring the importance of oral history to an understanding of the past, CMH serves as a clearinghouse for the oral history programs in the Army at all levels of command. There are over 100 Army historians outside the Center, many deployed overseas in direct support of current operations, gathering historical data and conducting interviews with soldiers in the combat zones. The Center also conducts and preserves its own oral history collections, including those from the Vietnam War, Desert Storm, and the many recent contingency operations. In addition, the Center's end-of-tour interviews within the Army Secretariat and Staff provide a basis for its annual histories of the Department of the Army.

As tangible representations of the service's mission, military artifacts and art enhance the soldier's understanding of the profession of arms. CMH manages a system of 59 Army museums and 176 other holdings, encompassing some 500,000 artifacts and over 15,000 works of military art. The Center also provides professional museum training, staff assistance visits, teams of combat artists, and general museum support throughout the Army.

One of the key responsibilities of the entire Army history program is the military history education program, or MHEP. The Chief of Military History is responsible for ensuring the appropriate use of military history in the teaching of strategy, tactics, logistics, and administration throughout the Army. This mission includes a requirement that military leaders at all levels be aware of the value of history in advancing military professionalism. To that end, the Center holds a biennial history conference and workshop; publishes a magazine of historical articles entitled *Army History*, a professional bulletin devoted to informing the larger military history education community; and supplies readings for the Army school system, including the ROTC community, and texts and other support for the Army's staff ride program. In this effort, the Chief of Military History is assisted by a historical advisory committee that includes leading academic historians and representatives of the Army school system.

The responsibilities of the Chief of Military History have also thrust the Center into the national and international historical arena. It administers the Army's far-flung Command History Program, to provide historical support to Army organizations worldwide. In addition, since the first Persian Gulf War, the Center has coordinated the deployment of military history detachments and the collection of historical data during peacekeeping and wartime operations, including those in Somalia, Haiti, Bosnia, Kosovo, Afghanistan, and Iraq.

PUBLICATIONS

The Center is particularly interested in projects of contemporary interest, such as expeditionary combat, multinational peacekeeping, NATO enlargement, humanitarian relief, nation-building, noncombatant evacuation, antiterrorism, and the management of change. In these areas the Center is able to facilitate research, provide graphics and editorial support, and carry manuscripts through to publication. All Center publications currently in print are listed on CMH's online (Web) book catalog, www.history.army.mil/catalog. Many publications are also posted in their entirety on the Center's main web site, www.history.army.mil.

CONCLUSION

The U.S. Army Center of Military History primarily exists to write and publish the official history of the U.S.

Army for the Army and the American people, to maintain unit lineage and honors as one of the keys to morale and *esprit de corps*, to ensure that history is used properly at all levels of the Army education system, to manage the wider Army history program that has historians at every headquarters and school in the Army, and to maintain and

display the material culture of the U.S. Army wherever there are soldiers to be trained. We are the Army's institutional memory and take great pride in that mission.

Richard W. Stewart is Chief Historian at the U.S. Army Center for Military History, Washington, DC.

U.S. ARMY HISTORY PROGRAM ORGANIZATION

The U.S. Army Center of Military History, located at Fort McNair, DC, is divided into four main divisions and has some responsibilities over a fifth. The main divisions are: Historians Division (official history and inquiries), Field Programs and Historical Services (lineage and honors, unofficial inquiries, and management of field historical programs outside the Center), Publishing Division (edits, provides graphics support, and publishes Center historical products), and Museum Division (manages the Army's museum holdings and artifacts). A fifth division, the National Museum of the U.S. Army Division, is under the operational control of the Assistant Secretary of the Army for Installations and Environment and is charged with creating the new National Museum for the Army. The Center provides technical supervision and assists with artifact management but does not directly supervise the National Museum project. Outside the Center, there are over 100 historians and curators located in every headquarters and Army school who maintain unit histories, teach, write, publish, run museums, and manage the artifact holdings of the Army. They work for their local commanders and schools and are not directly supervised by the Center although the Chief of Military History at the Center provides overall technical guidance and staff supervision over them and the entire Army history program. For further information on the Center, visit our web site at www.history.army.mil or call 202-685-2709.

THE ARTIST'S VIEW OF ARMY HISTORY: THE ARMY ART COLLECTION

By Matt Seelinger

With approximately 16,000 pieces, the Army Art Collection, under the administration of the U.S. Army Center of Military History, provides a comprehensive look at the U.S. Army, from the early days of the Continental Army to current operations in Afghanistan and Iraq. The collection is comprised of oil paintings, watercolors, sketches, and other media, with some pieces created by soldiers, while others are the work of civilian artists.

The Army Art Collection has roots dating back to World War I, when the Army implemented its first art program. The Army commissioned eight artists in the Corps of Engineers and sent them to Europe with American Expeditionary Forces to document America's participation in the war. After the war, the Army had no facility or staff for the art, so it was donated to the Smithsonian Institution. During World War II, the Army revived the program and sent 43 artists, both military and civilian, into the field. Congress however, cut funding for the program in 1943—soldier-artists remained with their units while the civilians were employed by *Life* magazine. The following year, however, Congress reversed its decision and allowed soldier-artists to begin producing art again, as long as it did not interfere with their normal duties. After



A signalman uses a radio in the field to communicate with American troops in Ludwig Mactarian's 1945 gouache on paper, Radioman. (Army Art Collection)

the conclusion of World War II in 1945, the Army reviewed the artwork and retained several pieces. These pieces became the first of what became known as the Army Art Collection.

While the Army started the collection after World War II, the oldest pieces in the Army Art Collection date back to the Mexican War and include 12 oil paintings, created in 1848 by James Walker, depicting various scenes from the conflict. Other works in the collection cover the remainder of America's major wars in addition to other military operations, such as Operation Just Cause, the

American artillerymen, manning an M7 105mm self-propelled howitzer, fire at the enemy in John Scott's 1945 ink on paper, 105mm Self-Propelled Gun. (Army Art Collection)



December 1989 invasion of Panama. Furthermore, the collection features works detailing the Army in peacetime, the Army in the Cold War, and the Army's various branches, such as Infantry, Field Artillery, Aviation, Transportation, Signal Corps, and Chaplain Corps.

The Army Art program received a major endorsement following Operation Desert Shield/Storm. In 1990–91, the Army sent artists to Saudi Arabia to document the preparations for war and combat operations. Afterwards, the Army exhibited the artwork. The Army Chief of Staff at that time, Gen. Gordon R. Sullivan, was so impressed with the Army artists' work that he mandated a permanent posi-

tion for an artist with the U.S. Army Center of Military History. The position became known as the Army Artist-in-Residence, and subsequent artists have produced artwork depicting the Army's role in the Balkans, the aftermath of September 11, 2001, and military operations in Afghanistan and Iraq. The current Artist-in-Residence, Master Sergeant Martin Cevantez, has deployed to Afghanistan, as well as Haiti to document earthquake relief operations.

Currently, the Army Art Collection is housed in downtown Washington, DC, largely out of view of the public. Some pieces of the collection are on display in the Pentagon, while others are on loan to museums. The collection will be moved later this year to the new Museum Support Center at Fort Belvoir, Virginia. Pieces from the Army Art Collection will be featured in the exhibits and galleries of the future National Museum of the United States Army, which will open at Fort Belvoir in June 2015.

For more information on the Army Art Collection and to view Army art, visit www.history.army.mil

Matt Seelinger is Chief Historian of the Army Historical Foundation in Arlington, VA.

AN INTERVIEW WITH DAVID S. FERRIERO ARCHIVIST OF THE UNITED STATES

Interview by Benjamin Guterman

David S. Ferriero was confirmed as 10th Archivist of the United States on November 6, 2009. Previously, Mr. Ferriero served as the Andrew W. Mellon Director of the New York Public Libraries (NYPL). He was part of the leadership team responsible for integrating the four research libraries and 87 branch libraries into one seamless service for users, creating the largest public library system in the United States and one of the largest research libraries in the world. Mr. Ferriero was in charge of collection strategy; conservation; digital experience; reference and research services; and education, programming, and exhibitions. Among his responsibilities at the NYPL was the development of the library's digital strategy, which currently encompasses partnerships with Google and Microsoft, a web site that reaches more than 25 million unique users annually, and a digital library of more than 750,000 images that may be accessed free of charge by any user around the world. Before joining the NYPL in 2004, Mr. Ferriero served in top positions at two of the nation's major academic libraries, the Massachusetts Institute of Technology in Cambridge, MA, and Duke University in Durham, NC. In those positions, he led major initiatives including the expansion of facilities, the adoption of digital technologies, and a reengineering of printing and publications. In this interview, he addresses some of the major issues now confronting the National Archives and other government agencies.

In what major ways have your responsibilities at the New York Public Library system helped you as Archivist of the United States?

I think my many years in libraries, including the New York Public Library, has provided me with a certain set of technical competencies around organization of information. More importantly, those years have made me think about

how users interact with information and about their experience with the institution. In libraries as well as archives, the introduction of technology—with the Internet, digitization, and creating digital content—has gotten us thinking about how we exploit these tools to improve and enhance the preservation of and access to our materials.

Archival theory and procedures are significantly different from those of library science. Do you think these differences are reflected in how you manage NARA versus how you managed the NY Public Library system?

I don't think there are great differences. The mission of the Archives—and libraries and other research institutions—is to collect, protect, and encourage the use of its holdings. From the national level down to the local, we're all research centers with this shared goal.

A recent government-wide self-assessment report revealed that 79 percent of federal agencies are at risk of improperly destroying valuable records, particularly e-mails. NARA already has interagency records management training and guidelines in place, so what improvements do you plan?

This level of risk to our nation's records is unacceptable, and I am determined to work with federal agencies to improve records management performance across the federal government.

Today, the majority of federal records being created are electronic records. Essential to managing these electronic records is developing cost-effective electronic records management tools that work—then integrating them into agency IT systems. Most agencies develop IT systems without thinking about records. Later, they must go back and spend more money to capture, preserve, and provide access to the records. Or—the records are simply lost and cannot be used over time. To improve this situation, we recommend that records management experts be included in the design and development of information systems. Accordingly, we at NARA are focusing on reclaiming our records management leadership role by finding, encouraging, and sharing cost-effective IT solutions needed to meet the electronic records management challenges of today and the future. This fall, Vivek Kundra and I will be co-hosting a joint meeting of the Chief Information Officers Council and the Federal Records Council at the



Archivist David S. Ferriero with the Charters of Freedom

National Archives. I see this as one step towards the collaboration that's needed for records management.

Regarding declassification of documents, two major obstacles to the process have been differing review standards and multiple reviews among the government agencies involved. Can the new National Declassification Center substantially address those difficulties and thus reduce the backlog?

The National Declassification Center (NDC) was set up at the beginning of this year to streamline declassification processes, facilitate quality assurance, and provide training for declassification reviewers. There are now some 2,000 different security classification guides at work in the government, and it's the NDC's mission to lead an interagency effort to develop common declassification processes among agencies. The NDC will also accelerate the processing of historically valuable classified records in which more than one agency has an interest. And it will prioritize declassification based on researcher interest and the likelihood of declassification.

A major obstacle in the referral process has been when more than one agency has an interest in a document, and each had to examine it prior to declassification. One way the NDC will streamline this process is to have reviewers from interested agencies come to the National Archives at College Park, Maryland, and complete the review in one place. This will avoid the time-consuming process of sending materials back to agencies and waiting for them to respond. To further cope with the backlog, the Department of Defense has already opened its own Joint Referral Center (JRC) to clear referrals belonging to members of the defense community prior to their entering the declassification processes of the NDC.

The NDC has also created a Prioritization Plan that will serve as a roadmap for declassifying and releasing federal records and presidential materials. On June 23, we held an open forum and are asking for public comment on this plan online to help determine the priorities for declassifying categories of records.

Recent technical problems and delays with the Electronic Records Archives (ERA) have many concerned about the readiness of the National Archives to manage and provide access to the enormous quantity of incoming electronic records. Technically, where must the breakthroughs be?

It's important to remember that major parts of ERA are already operational. ERA is now actively managing and supporting queries on approximately 80 terabytes of electronic records, including the presidential records of President George W. Bush and ever-increasing numbers of congressional and federal records.

There are challenges related to the sheer complexity of any large development effort, however. Any time a new IT system supports many user groups, business processes, policies, and types of information, development will be complicated. ERA is no exception, and no technical breakthrough will make this kind of challenge go away.

There are some purely technical challenges to building a large electronic records archive as well, including scalability to store very large quantities of electronic records and preservation of the most significant properties of records while transforming the records from obsolete formats to more accessible ones.

This past spring, NARA worked with our ERA contractor to develop a prototype of both a preservation framework for managing the migration of records from one format into another and an online public access system that will make electronic records (and all NARA records) easier for the public to find and use. Over the next year, the functions of the prototypes (and other new development) will be integrated into the production ERA system. The Online Public Access prototype is our first step in integrating previously stove-piped systems, so that the user will be able to search in one place to find our online records and information about all of our holdings, including electronic records.

While the preservation framework will meet many of our needs, the tools available to reliably identify files in a wide range of formats cannot yet identify all the formats NARA has. We aren't waiting for a breakthrough in order to move forward, though, since there are so many useful things we can already do. NARA, like many other archives struggling with these problems, will continue to search for better ways to manage large and diverse collections of electronic records, ensure records are available in usable formats, and make electronic records available to researchers. In the meantime, NARA is already relying on ERA to manage a large number of critical records and ERA's capabilities will expand over the next few years.

Aside from the urgent and prominent issues that NARA faces, do you have a particular personal priority, such as publications or digitization, for example, that you plan to advance?

My priorities are getting the ERA launched on schedule, and getting it right; changing the culture of the agency so we're more nimble, more risk-taking, and leaders in the use of technology; and getting more and more of our records in digital form.

I am very excited about using social media to engage the public and staff in conversations—to share ideas, gain new insights and exchange information. Our researchers will find that the Archives now has six blogs, 16 Facebook pages, seven twitter sites, plus our own YouTube and Flickr sites.

I want the Archives to be a leader in harnessing new technologies to transform government into a more collaborative and participatory entity.

Generally, what kinds of insights or lessons have you gained from visiting NARA facilities nationwide? Can you give an example or two?

My travels around the country to meet the NARA staff in their workplaces have provided me with the best orientation a new Archivist could receive. It has given me an opportunity to listen to my staff, see their work conditions, and get a sense of what it is like to be a "customer" of the agency in those facilities. In all cases I have met dedicated staff, passionate about their work, and trying their hardest to deliver good service. And I have listened to concerns expressed about a variety of workplace issues; e.g., technology, facilities, advancement opportunities, etc.

As I learned at the New York Public Library, the farther you are from Fifth Avenue, in this case Pennsylvania Avenue, the more you feel forgotten and less a part of a greater whole. Working on ways of addressing that has been a priority for me, as has the Federal Employee Viewpoint Survey as a measure of job satisfaction. I am pleased to report that some 82 percent of the staff participated in this year's survey compared to 53 percent last year. This survey provides for me a baseline for improving the quality of the workplace. A staff volunteer task force met with me for the first time this week to help me address the results of this year's survey.

As the National Archives ventures into the use of the new social media, such as Flickr and Facebook, and as you now write a blog, what does the agency aim to achieve with these efforts?

We intend to become a leader and innovator in all aspects of social media in the federal government. Social media tools can help us make it easier for researchers, students, and the general public to learn about and make use of the billions of items in our collection. And just as important, they give the public direct ways to reach us: asking questions, telling us what's important to them, helping us plan for the future.

The essence of the work we do every day is rooted in the belief that citizens have the right to see, examine, and learn from the records of their government. Social media tools and blogs enable online public engagement and reach users where they are.

In the past year, we developed a number of successful social media projects. Now, we are developing a comprehensive social media strategy for the agency, which will include internal as well as external communications efforts using new media tools.

Digitization and online access to government records can also benefit from the collaborative expertise of the many, including the citizen archivists, researchers, federal agencies, the private sector, and IT professionals.

REFERENCING NASA HISTORY

By Gail Langevin, Jane Odom, and Jennifer Ross-Nazzal

The National Aeronautics and Space Administration (NASA) was formed with the passage of the Space Act on July 29, 1958. During its first 50 years, the country's space agency has provided the world with an up-close look at the Moon, Mars, Earth and other planets, as well as celestial bodies, stars, and galaxies. From its journey to explore here and beyond, NASA's innovations and methods have benefitted industry, technology, medicine, and more in endless ways.

NASA's organization includes a Headquarters (HQ) located in Washington, DC, and 10 Field Centers in 8 states. Each of these locations receives numerous inquiries focusing on the varying aspects of the agency's mission—scientific discovery, human spaceflight, and aeronautics. Those seeking information can range from the student working on a history project to the scholarly author looking for an obscure fact. When researchers contact NASA Headquarters or its 10 Field Centers for information or assistance with a request, the people handling those queries all come from different backgrounds, as illustrated by the authors of this article.

THE EXPERTS

Gail Langevin is a Public Affairs Specialist, appointed to serve as the History Liaison for the Langley Research Center. Established in 1917 by the National Advisory Committee for Aeronautics (NACA) as the first civil aeronautics research laboratory, the Langley Lab in Hampton, Virginia, initially researched "practical solutions to the problems of flight." Today, NASA Langley Research Center conducts research in aeronautics, Earth science, and materials science in addition to developing technologies for spacecraft and aircraft.

Jane Odom, the Chief Archivist at HQ, is a trained archivist with nearly 30 years of experience in the profession. HQ is the agency's hub, and it provides the Field Centers with guidance and direction in the fields of aeronautics, science, space operations, and exploration systems.

Jennifer Ross-Nazzal, the Johnson Space Center (JSC) historian, holds a Ph.D. in history. Johnson Space Center is one of NASA's human spaceflight Centers. It is home to the Mission Control Center, the cathedral of spaceflight, and to the Astronaut Corps. Established in 1961 as the Manned Spacecraft Center, the control center has supported all the human spaceflight missions since the flight of Gemini IV.

Given their varied backgrounds, training, and perspectives, these three resource experts approach reference

requests differently. Langevin sees requests as a way to present NASA's history to as many people as possible or as a way to tie the past to the future. Accordingly, Odom and Ross-Nazzal concentrate on the nitty gritty details of reference queries and are less focused on the public affairs aspect of the request. All three make extensive use of their collections.

THREE NASA COLLECTIONS

The Langley History Archives contains documents, photographs, and small artifacts. Perhaps the most significant collection within the Langley history archives is the 214 linear feet of NACA Research Authorization files. There are nearly 4,500 files that contain authorizations signed by the NACA executive committee chairman and documents and correspondence related to Langley's research programs and projects from 1917 to 1958.

The NASA Headquarters Historical Reference Collection (HRC) fills approximately 2,000 cubic feet, offering a glimpse into the agency's rich and vast history. The HRC, maintained in Washington DC, is arranged by subject but also includes a small audiovisual collection and hundreds of biographical files on individuals important to the history of NASA and NACA, its predecessor organization. The HRC contains copies of historically significant correspondence, memoranda, reports, photographs, and other materials; whereas, the Agency's official, permanent records are mandated by law to be



An Apollo 17 lunar rock sample No. 76055 being studied and analyzed in the Lunar Receiving Laboratory at the Manned Spacecraft Center. This tan-gray irregular, rounded breccia was among many lunar samples brought back from the Taurus-Littrow landing site by the Apollo 17 crew. The rock measures 18 x 20 x 25 centimeters (7.09 x 7.87 x 9.84 inches) and weighs 6,389 grams (14.2554 pounds).

placed in the National Archives. Also, online at <https://mira.hq.nasa.gov/history/> researchers will find thousands of historic documents from the HRC including press kits, press releases, mission transcripts, and administrators' speeches along with a search engine to locate specific information. Available at the NASA HQ History web site (<http://history.nasa.gov>) are biographical information, timelines, organizational charts, links to oral history and photographic collections, and a wealth of other research materials. A collection guide entitled *Research in NASA History: A Guide to the NASA History Program* (<http://history.nasa.gov/sp4543.pdf>) describes the archival holdings at HQ and at the Field Centers and provides other useful information.

The JSC History Collection, housed at the University of Houston Clear Lake, has more than 1.5 million documents and is organized by series. One of the most diverse is the oral history series, which contains more than a thousand interviews that span a wide variety of topics from NASA's first manned program, Project Mercury, to the International Space Station. The Apollo series, compiled by historians writing books about the lunar program, is the most popular and frequently requested in the collection. Other series include documents gathered by contract historians researching Skylab, NASA's first space station, and the Apollo-Soyuz Test Project, the first joint flight between the Soviets and the United States. Materials on the Space Shuttle, the agency's longest running program, fill over 700 shelf feet and contain 60 different subseries. Also available are the Space Station, Center, and Reference series. As JSC retirees donate their papers, the collection continues to grow. Outside of the archive, researchers can access transcripts conducted for the JSC Oral History Project, the Center newspaper, news releases, and the databases for the History Collection online at <http://www.jsc.nasa.gov/history/index.html>.

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COLLABORATING ON REQUESTS

Requests from the public and agency are varied, and NASA's history points of contact are frequently in touch with their reference colleagues to provide the best service for researchers, journalists, and students. For example, a recent request from a nationally broadcast television show provided an opportunity for discussion among some NASA History Offices. A request to the NASA Langley History Office came in the form of a laundry list of topics. Recognizing that some of the information was not available at Langley, the list was shared with pertinent Centers, at which time it was learned that a number of other NASA Centers had received similar requests. A discussion ensued about how best to tackle extensive requests given the limited staff available for conducting research and the need to minimize duplication of effort.

In another example, the 40th anniversary of the first lunar landing prompted a great deal of interest in the Moon rocks distributed by NASA to the 50 states and to the international community, many of which have been lost. In an attempt to track down the lost rocks, students and journalists first contacted Johnson Space Center. Articles across the Internet reported on the lost rocks, and eventually JSC's historian, Headquarters History Division, the Historian's Office at the Department of State, and NASA's European representative worked together to track down records about the goodwill Moon rocks.

HISTORY CONTINUES

Whether the topic is the exploration of the solar system or the design of spacecraft, the details of how NASA discovers the unknown continues to captivate and interest people around the world. As NASA continues on its path, its Centers and HQ will persist in gathering its history. The methods and means of sharing and storing information will be impacted by evolutions in technology and availability of resources, but within the Agency the commitment to preserve its vast history remains. For additional information on NASA resources, visit <http://history.nasa.gov/>.

Gail Langevin is a public affairs specialist at the Langley Research Center, Hampton, Virginia. Jane Odom is Chief Archivist at NASA Headquarters in Washington, DC. Jennifer Ross-Nazzal is a historian at the Johnson Space Center (JSC), Houston, Texas.

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VOICES FROM THE FOREST: ORAL HISTORIES IN THE U.S. FOREST SERVICE

By Donna Sinclair

Oral histories have been conducted in the federal government almost since its inception. Senate Historian Donald Ritchie points out that oral testimony has helped us to understand past events and ways of life for centuries. During the 20th century, new technologies made possible the collection of a plethora of oral histories by the federal government and in other sectors of society. These oral histories range from wax cylinders of Native people collected by the Bureau of Ethnology to slave narratives collected during the Great Depression, followed by unwieldy wire recorders in use during World War II and later by heavy reel-to-reel recorders, cassettes, and recently by lightweight digital recorders. By the 1960s, easy access to tape recorders made it possible for anyone and everyone to collect oral histories, and they did. The result was a wide disparity in the quality of recordings, many of little use due to poor interviewing techniques and/or sound quality issues. Interviews conducted in loud places were unusable. Recordings without indexes or transcripts often sat unused in filing cabinets, basements, and local historical societies, negating their historical purpose.

The Oral History Association was formed in 1966 largely in reaction to these issues. The Association created guidelines and standards for oral history that anyone engaged in this work should know and understand. Those guidelines can be found on the Oral History Association web site, <http://www.oralhistory.org/do-oralhistory/principles-and-practices/>, and are now accompanied by general principles for oral history as well as best practices. In general, these guidelines include what I call the Four Ps: Preparation, Practice, Posterity, and Preservation. The Four Ps encompass the following definition of oral history: well-researched orally and/or visually recorded interviews that connect the personal recollections of individuals with historic events or time periods; and are preserved for the future. The model provided by the Four Ps relates to doing oral history in keeping with disciplinary standards, many of which are interrelated.

The first is Preparation. This means obtaining the best equipment possible and knowing how to use it. It means working with an archive in advance, whether it is the National Archives, Library of Congress, or a local historical society, to ensure legal release. Preparation entails conducting a pre-interview, preferably in person, and then doing research based on the topics raised in that meeting. It requires thoughtful creation of a general outline and identifying specific questions when needed. Preparation includes working with the narrator

to determine significance and focus. The second P is Practice, referring to the collaborative and relational aspects of the oral historian's work. Oral history is an art, one that requires an ongoing relationship with the narrator through the collection and processing of the interview. Oral history requires open-ended inquiry. Yes, there is purpose in an interview, but the inquiry should always extend beyond the immediate goals, as this collaboration saves unknown information for the future. Oral histories are intended for Posterity, the third P; they are co-created with the intention of preserving representations of the past for the future. Its outcomes may extend beyond the needs of interviewer and narrator. Thus, sound, publicly accessible preservation is key. This fourth P takes you back to the first, Preparation. Always work with an archive in advance.

While some federal organizations have stand-alone programs with the resources to collect professionally recorded oral histories, most do not. My work has been primarily with the U.S. Department of Agriculture Forest Service, a 105-year-old agency with a very distinctive culture. Its primary mission is to manage public forest and grasslands. Although the agency recognizes the value of oral history, few resources are allocated for that work. One of the ways that the Forest Service in Region 6, Oregon and Washington, has been able to collect oral histories is through a partnership with Portland State University (PSU). From 2000 to 2003, my students and I worked with the agency to collect oral histories of former Forest Service workers from the 1920s through the 1960s. Our project—Voices from the Forest—was organized as a PSU capstone course. Capstone courses are multidisciplinary



A Civilian Conservation Corps mess line, undated (Oregon State Archives)

nary service-learning classes grounded in a university-community partnership. In this case, the Heritage Program of the Gifford Pinchot National Forest partnered with PSU to collect oral histories by pairing senior-level students with former Forest Service workers. These students produced tapes and transcripts from interviews with people who had worked on national forests in the 1920s and 1930s. Some of these men worked as packers; built trails, bridges, and ranger stations; acted as forest guards and fire lookouts; and strung some of the first telephone lines across the national forest. During the first year, we collected interviews with the early “rough and ready” rangers of the 1920s and ’30s. As we reached out to identify narrators, we quickly realized that a generation had nearly passed and so we focused on the Civilian Conservation Corps. Based on these interviews, we published a book of oral histories, *No Goldbricking Here: Oral Histories of the CCC in the Columbia National Forest, 1933–42*.

These biographical interviews focused on early life influences, daily work, and the individual’s relationships to nature and to one another. Students worked collaboratively with their narrators, beginning with early life experiences, and querying them about their work and daily life in the forest. They set personal experience into the context of activity and meaning in an open-ended format that allowed for individual expression. The stories about individual origins and relationships to nature illuminated *what it was like* for the narrators, from CCC Boys to those in the post-WWII agency heyday, to work outdoors. They also revealed attitudes, values, and long-term impacts of the work for the individuals and on the landscape, demonstrating a strong commitment to agency ideals of conservation, use, and efficiency.

A later series, *Women and Minorities in the Forest Service*, from the 1960s to the present, revealed a changing agency, one impacted by both social and environmental legislation. Like the earlier series, these interviews uncovered relations within the agency and to the land. These interviews are held by the Gifford Pinchot National Forest and through the Region 6 Workforce Diversity Council. In them, narrators shared stories that helped my students—and will help future generations—to better understand the ethics and ideals that guided those who have re-shaped federal forest lands from the early 20th century to the present day.

The CCC interviews are held by the Heritage Program on the Gifford Pinchot National Forest, with *No Goldbricking Here* available through the PSU and Fort Vancouver Regional Libraries. The Women and Minorities collection is held by the Civil Rights office of the U.S. Forest Service in Portland, Oregon. For further research information, contact Donna Sinclair, donnas@pdx.edu.

Donna Sinclair is program manager at the Center for Columbia River History, an adjunct professor at Portland State University, Portland, Oregon, and president of the Northwest Oral History Association.

FROM WOMEN AND MINORITIES IN THE FOREST SERVICE

“In many cases I was the only ethnic minority in the communities I lived in....When I was growing up in the Forest Service, they would ask me to be on the planting crew, inspection crew, because I was the only one that could communicate with the crews. So they learned that, oh yeah, this guy’s okay because he speaks the language of a contractor and they wouldn’t have a clue what those guys were saying. So you know, those are the little things that helped me get involved with the community and with work.”

Mike Hernandez, District Ranger, U.S. Forest Service

So, young, militant and black. And lo-and-behold, people were nice to me....what made it—the transition—was this white man took me into his home and indoctrinated me into the community and the culture and that made the transition easy. If he had dumped me out there—because I had a chip on my shoulder—if he had dumped me out there and left me to my own contrivances I might have had a different experience.”

*Earl Ford, Natural Resources Officer,
U.S. Forest Service, on his first federal job*

“I don’t feel like I was purposely excluded from anything but there were times where I felt like my voice was not being heard. It was likely partially attributable to being a Black female, likely partially attributable to being a junior. I would say it was also likely attributable to me probably not communicating as effectively then as I hope I do now....I still go to places where I’m the only Black or the only female in the room and I just refuse to be silent in those settings. It’s become fun now because you get into certain places and it’s like, okay I don’t want this occasion to have gone by where I didn’t make it known that I was a contributor or had an opinion or could influence someone else. Otherwise, why am I here? I think that’s a philosophy that a lot of pioneer women, if you want to call it, have and feel very comfortable with...It’s like, what can I contribute to further or how can I increase understanding?”

Leslie Weldon, former Forest Supervisor, now Regional Forester for the U.S. Forest Service Northern Region in Montana

“So when the article came out a few days later, it was entitled, “A Woman’s Place is on the Fire Line.” ...You always had to get up and go by the bulletin board and see what news was for the fire that day. And on the bulletin board is pinned up this article, with very slanderous words written across it in very large print, having to do with women’s private parts... Anyway when we came back from work that evening, in our beds were the chainsaw and the gas and oil can. The chainsaw was in one sleeping bag and the gas and oil can were in the other sleeping bag. We had these paper sleeping bags that were not washable, so they were ruined basically.

Cascade Anderson Gellar, on working fireline in the 1970s

PRESERVATION OF EMAIL COLLECTIONS AT THE SMITHSONIAN INSTITUTION ARCHIVES

By Lynda Schmitz Fuhrig

The Smithsonian Institution Archives (SIA) is the institutional memory of a unique cultural resource. It is the keeper of collections that not only include personal papers, correspondence, images, and other “traditional” analog materials, but also contain born-digital items that include text, audio, video, and web sites. The SIA Digital Services Division focuses on the long-term preservation of the digital materials in its collections to ensure accessibility and integrity for future generations.

Though social media sites are growing in popularity, email remains an important tool within the federal government. Nevertheless, it can be easily overlooked as a record, whether it is the email message itself containing vital details about a contract or an email attachment with that contract.

SIA and the Rockefeller Archive Center (RAC) launched the three-year, grant-funded Collaborative Electronic Records Project (CERP) in August 2005. The project soon narrowed its focus from born-digital material to email processing and preservation due to the significance of this communication tool. Project archivists met depositors, conducted surveys about business practices and handling of electronic records, transferred and processed email collections, and tested software.

Early in the project, CERP decided it would pursue e-mail archiving as accounts rather than as individual messages because 1) the sheer volume precludes using scarce resources to preserve each message and document the contextual relationships, and 2) the value of preserving email messages as a collection resolved issues of original order and overall metadata management and documentation. Testbed material included correspondence following the attacks of 9/11. The entire collection of multiple parties’ back-and-forth conversations makes this a rich resource for researchers.

Email records present numerous challenges, which include dealing with various proprietary email programs and the numerous formats of email attachments. Both are great risks to long-term accessibility of an email collection.

For the pilot, SIA worked with PST files, which can only be opened in Microsoft Outlook and can become corrupted around the 2 GB threshold. Other CERP testbed email formats included AppleMail, Eudora, GroupWise, and LotusNotes.

SIA created transfer documentation that indicated why the account was selected; how the files would be transferred, processed, and stored; and outlined post-project procedures. Parameters for the captures were based on date, such as messages prior to 2005, and specific subject subfolders, when applicable, in coordination with existing records series from unit records disposition schedules.

SIA asked email account holders to weed their collections of messages that should not be part of the pilot, such as personal and transitory messages. Follow-up email reminders were sent as the capture date neared. Nevertheless, news alerts from CNN, restaurant reservations, and other nonessential emails remained in some accounts. SIA considered using keyword searches to help weed accounts, but decided that too much recordworthy material would be missed and it would be a very time-consuming exercise.

An example of why keyword searching could be problematic involved a video attachment. A review of some attachments within a 1.5 GB account revealed a non-business-related email from a colleague at another institution with a video of a skateboarding bulldog. A few months later the recipient replied to that same email with a professional inquiry. She retained the original subject line, which had nothing to do with the business-related question. The respondent also kept that same subject line. If a researcher is searching for the business-related email message and only browsing/searching subject lines, it could be missed because it is labeled “skateboarding dog” and not “contract information.”

Format identification of email attachments was an important issue due to the variety of file formats found in email attachments and their separate obsolescence factors. As SIA reviewed attachments, various issues arose: WordPerfect files with auto format for the date (which displays the date one is viewing the file rather than its real creation date); sensitive information such as Social Security numbers; broken animation files; duplicates; and renderability problems.

The CERP team discussed the option of using XML as the preservation format because it is open, human-readable, and self-describing. With the right web translator, it can be presented in a user friendly display. Other institutions such as the Antwerp City Archives and National Archive of the



Netherlands used XML as well for their email projects. However, these projects focused on individual messages.

PDF and PDF/A were not chosen because of their limitations. While the format can replicate the on-screen appearance of an email message, attachments fail to transfer with some conversion programs. Internet Header information and attachment relationships also can be difficult to capture.

CERP collaborated with the North Carolina State Archives to refine an email XML preservation schema it was devising as part of its email project (The states of North Carolina, Pennsylvania, and Kentucky jointly conducted the Preservation of Electronic Mail Collaboration Initiative (EMCAP) project, which was funded by the National Historical Publications and Records Commission. CERP also developed a software tool known as the Email Preservation Parser that transforms the email messages and attachments into the preservation format following the XML schema.

The parser generates a single file of the entire account rather than creating separate XML files for each email message. This approach means streamlined metadata management and produces preserved folder/message hierarchies. Any attachments larger than 25K are saved as separate XML-encoded files in order to keep the main XML file a manageable size. There also is a spreadsheet (Subject-Sender log) that

contains the message subject, sender, date, hash, and message ID that serves as an aid to archivists and researchers.

The pilot was considered successful, resulting in tools and processes that are in use at SIA. Thirteen email collections appraised as having enduring value already have been processed and preserved using CERP tools and workflows. CERP developed tools and procedures that small to mid-sized institutions could adopt. Some government agencies and cultural heritage institutions also have been exploring the CERP and EMCAP parser tools and the XML schema for use with their email collections.

Why preserve email? One answer is the wealth of information researchers can glean about life during the late 20th and early 21st centuries. Email has replaced handwritten correspondence that researchers have relied upon for personal stories. And, yes, while some of it is mundane or frivolous from today's lens, Tyson the skateboarding bulldog might inspire some future scholar.

The parser tool and schema are available at <http://siarchives.si.edu/cerp/parserdownload.htm> and <http://www.archives.ncdcr.gov/mail-account>.

Lynda Schmitz Fuhrig is an electronic records archivist at the Smithsonian Institution Archives in Washington, DC.

FROM THE ARCHIVES: THE LONG RANGE PLANNING COMMITTEE *By Charles Downs*

Last quarter, we featured the early work of the SHFG Awards Committee, just one of the committees that over the years have powered the SHFG as an organization. Other examples include the Nominating, Program, Publications, and Membership Committees. Additional Society interests and goals are addressed by committees dealing with archival concerns, professional development, and federal history programs, as well as subcommittees on oral history, education and training, and principles and standards. Short-term issues are often dealt with by *ad hoc* committees, such as the Ad Hoc Committee on the National Bureau of Standards Program. And how do you deal with such an abundance of committees? Have a Committee on Committees of course!

A committee not previously mentioned that I found of particular interest was the Long Range Planning Committee (LRPC), established by SHFG President Dick Baker in September 1985. Its purpose was to evaluate the Society's condition and make recommendations to the Executive Council to "chart a course for the Society's development over the next several years." The SHFG was entering its seventh year of existence, which Baker saw as a particularly opportune time to undertake such "self-examination." The Committee was chaired by Bill Dudley, and consisted of three of the SHFG's former presidents: Jack Holl, Wayne Rasmussen, and David Trask. The Committee's report, dated April 3, 1986, was in the form of recommendations to the Executive Council that could be "implemented as policy in the near future," or at least "foster healthy debate."

While some of the recommendations made by the LRPC have been implemented at least in part by the Society, many others still seem quite ambitious even today. Increasing outreach, sponsoring specialty workshops, revising and enlarging *The Federalist*, and publishing a 10th-anniversary history of the Society have all taken place. Other recommendations may have engendered discussion but not concrete action. Briefly, these included: "establish satellite branches" to encourage participation of those living outside the Washington, DC, area; Start an annual publication of articles; Write a history of Federal historical programs; "increase dues sufficient to initiate new projects"; create of a new office to find other sources of funding; "establish a part or full-time secretariat to provide clerical services to officers and committee chairpersons and to serve as a permanent point of contact."

Some of the LRPC's recommendations were clearly non-starters, and others have been "overtaken by events." The members of the LRPC could have had no idea of the impact of the digital age, the rise of the personal computer, and internet access on their proposals. However, the report concludes with an observation that is timeless: "We are concerned that the planning for the near and distant future not be lost in the rush to resolve immediate problems facing the Society." For more information on the SHFG Archives, write to chasdowns@verizon.net.



Left to right: Wayne Rasmussen, Dick Baker, David Trask, and Jack Holl at the SHFG President's Reception in December 1988.

INTERNSHIPS IN FEDERAL HISTORY

Internship opportunities in federal history offices are diverse and extensive. Interns can make valuable contributions to a program, and often these opportunities lead to permanent positions. 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.

U.S. ARMY HISTORICAL FOUNDATION

Program goals: An internship with the Army Historical Foundation is designed to introduce students to various aspects of working in public history, including historical research, writing, and archival work. In addition, they will learn to utilize the various historical libraries and archives in the Washington, DC, area, including the National Archives, U.S. Army Center of Military History, and Library of Congress.

Intern duties: Interns assist the Foundation's chief historian with historical inquiries from scholars, veterans, and the general public. They assist with Foundation's award-winning quarterly magazine, *On Point*, by writing articles, performing image research, and editing. They also archive materials, organize the Foundation's library, and update the Foundation's web site.

Work location: The Army Historical Foundation, 2425 Wilson Boulevard, Arlington, VA 22201.

Application requirements: Applicants should be majoring in History from a four-year college/university and have a general understanding of U.S. Army history; knowledge of Army organization and terminology is a plus.

Web site: www.armyhistory.org

Contact: Mr. Matthew Seelinger, Chief Historian/
Editor, *On Point*

2425 Wilson Boulevard, Arlington, VA 22201

E-mail: matt.seelinger@armyhistory.org

Phone: 703-522-7901, ext. 4166

SETH PALTZER

Interning at the Army Historical Foundation has been an enriching experience. It has afforded me the opportunity to conduct research on a wide variety of topics, using resources from the National Archives, the Center of Military History, and a variety of other key sources. A large part of my duties consist of responding to inquiries by the public looking for historical information, often on relatives in the military. Through

research on these topics, my overall knowledge and understanding of military history has been vastly improved. It is also a great opportunity to get a work of historical writing published in an award-winning magazine. This includes working through the entire process of writing, revising, and editing for publication as well as selecting photos and writing captions. The internship has also given me experience with archiving and collections management, including experience with the widely used Past Perfect software. Finally, the AHF is simply a fun place to work.



Seth Paltzer interned with the Army Historical Foundation in the spring and summer of 2010. He is a graduate of the College of William and Mary with a B.A. in History, and participated in American University's Washington Semester Program earning credit towards his master's degree.

CALL FOR PAPERS FEDERAL HISTORY JOURNAL

The Society's online, open-access journal welcomes manuscripts for publication in its January 2011 edition. See current and past issues, as well as full submission guidelines, online at www.shfg.org under "Publications." Please send your draft and brief resume to editor-shfg-journal@shfg.org.

Researchers in chemical warfare, ca. World War I from Thomas Faith's "As Is Proper in Republican Form of Government": Selling Chemical Warfare to Americans in the 1920s," Federal History, January 2010.



IN MEMORIAM JONATHAN GROSSMAN

This year the federal historical community lost an old friend and fervent supporter. Jonathan Grossman, former Chief Historian of the U.S. Department of Labor, died in Washington, DC, on May 4 at the age of 94. A member of the SHFG founding group, he was also a pioneer in the post-World War II expansion of federal historical programs. He was born in 1915 to a Rabbi-educator father and teacher mother. He earned a B.A. in history at City College of New York and an M.A. in teaching history at Columbia Teacher's College. While working on a Ph.D. in labor history at Columbia University, he taught history and did research at CCNY for \$2.50 an hour. He wrote his dissertation on William H. Sylvis, the pioneering 19th-century American labor leader, and saw it published by Columbia in 1945.

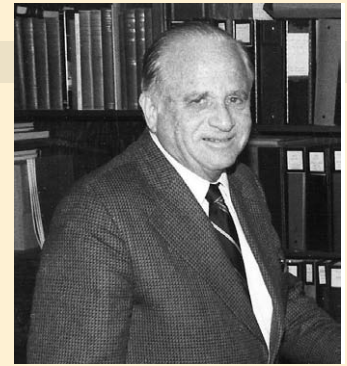
After World War II Jonathan took advantage of an opportunity to participate in the U.S. Army's massive World War II history project. In 1949 he moved to Washington to join the Army's historical staff and coauthored a history of the mobilization of the defense industry's workforce.

In 1962 he moved to the Labor Department as it geared up for its 50th anniversary in 1963 and became its first historian. Jonathan proceeded to turn the historical office into a leading resource on labor and government. He helped organize the Labor Department papers for the Kennedy Library in Boston and researched many unexplored areas of Departmental history. In 1973 Praeger published his history and portrait of the Department that won him a Distinguished Career Service Award. Long a proponent of federal history programs, in 1979 and 1980 he joined with the group of senior historians that established the SHFG. He retired from the Labor Department in 1982 after 33 years of federal service.

While he was starting his federal career, he had acquired the Temple secretarial school in downtown Washington as a side investment. Under his leadership it became the first truly white school in Washington to admit black students. By the time he sold the school in 1969, it was training 13,000 students a year. Upon his retirement he reentered the private training world, purchasing another vocational institution, the Sanz School, in 1982. He served as its very active president until selling it and retiring for a second time in 2009.

But the Labor Department always remained primary in his heart. He assisted in its 75th-anniversary celebration in 1988 and advised it on historical matters from time to time. In his 1974 book he had characterized the Department as growing "out of one of the great traditions of Western civilization—faith in the perfectibility of man." A man deeply committed to human improvement and to fairness in all things, he will be sorely missed.

Judson MacLaury, Retired Historian, U.S. Department of Labor



Courtesy U.S. Department of Labor

DECLASSIFICATION WATCH

ISOO REPORT

The Information Security Oversight Office oversees classification programs both in government and industry. Its 2009 Report to the President is now online at <http://www.archives.gov/isoo/reports/2009-annual-report.pdf>. Underlying its efforts is the understanding that there is an important "balance between preserving, protecting, and advancing National Security and supporting the goal of conducting business in an open manner to the greatest extent possible." The report distinguishes between the three types of review. Automatic review declassifies information every year as that information is 25 years old. Systematic declassification applies to those records exempted from the automatic process. Mandatory review encompasses specific reviews of classified materials when requested.

Here are a few of the findings:

—There has been a reduction in new classification activity, with fewer documents held back. In addition, more documents than ever (67 percent of original classification decisions) have been closed for a period of 10 years or less.

—Of the classification guides reported in use, 46 percent "had not been updated in the past five years" as required.

—Agencies have reviewed 51,983,587 pages and declassified 28,812,249 pages in FY 2009 (under automatic and systematic reviews). This approximately 55 percent rate of declassification

has remained fairly constant in the past few years. The agencies most active in declassification were DoD, Navy, CIA, Army, Air Force and the State Department.

—Agencies reviewed 293,064 pages under Mandatory Declassification Review (MDR), declassified 203,142 entirely, with others partially declassified or retained as classified. Agencies have made progress on these requests, but backlogs remain. Continued delays in agency reviews have resulted in an increase of appeals to the Interagency Security Classification Appeals Board (ISCAP), which received 91 appeals in FY 2009.

NATIONAL DECLASSIFICATION CENTER

The National Declassification Center (NDC) was formally established at the National Archives at College Park on January 4, 2010. The Center was conceived through studies by the Information Security Oversight Office (ISOO) of the growing backlog of classified records, particularly textual records. It was also spurred by President Obama's executive order (E.O. 13526, Dec. 29, 2009) for expedited declassification. While 1.444 billion pages have been declassified since President Clinton's E.O. 12958 in 1995, a large backlog of textual records remains. And each year a batch of approximately 15 million 25-year-old classified records arrives. In addition, there are demands from Congress and researchers for reviews. It has been estimated that under the current system the backlog in

pages (408 mil. pages at NARA) grows at 4 million per year (15 mil. accessioned and 11 mil. declassified per year) so that it will never be cleared. Inefficient review processes among multiple agencies is the key holdup. The plan is to develop greater efficiency at key stages in the process to eventually process 120 million pages per year. Training, better certification of reviewers, partnerships between agencies, priority plans for records of interest, interagency referral programs for review, and improved review facilities are being implemented. The goal is to greatly reduce the current 3–7 year processing time for documents so as to be capable of processing 10 times the current volume by December 31, 2013. A planned web page will list newly declassified records. More information at www.archives.gov/declassification.

JOINT REFERRAL CENTER

The Joint Referral Center (JRC), a cooperative effort of the Department of Defense (DOD) and the National Archives opened on March 8, 2010, at the Army Declassification Activity near Fort Belvoir, VA. The Center addresses the problem of the backlog of more than 400 million pages of classified records due to be released by December 31, 2013, under E.O. 13526. A key issue is the more than two million document referrals that must be made to agencies that did not originate the documents. The JRC will aim to clear referrals within the defense community before they enter the processes of the National Declassification Center (NWD). Reviewers will also look at unrefereed and nonexempt documents for critical equities that have been missed—all part of an unprecedented process in which members of different military service branches have the authority to review and declassify or exempt documents originated by another branch. The Center should reduce the amount of work done by the National Declassification Center.

ELECTRONIC RECORDS ARCHIVES

Initial Operating Capacity (IOC) was delayed from September 2007 to June 2008, and also program functions were reduced from initial requirements. The Executive Office of the President (EOP) System was separated with separate programming, but it could not handle “classified records.” The base ERA program is delayed with next phase, Increment 3 (it will include public access, a congressional system, and system access to additional agencies or offices.). ERA is scheduled for Full Operating Capability in 2012 at a total cost of \$453 million, but staff is unable to specify precisely what it will be capable of doing.

PROCESSING RECORDS AT THE NATIONAL ARCHIVES

It has been estimated that 60 percent of NARA’s textual records have not been adequately processed. About one-third are controlled at such a basic level that archivists would have difficulty determining the usefulness of particular series for researchers. In addition, high levels of preservation backlogs delay accessibility.

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MAKING HISTORY

FEDERAL BUREAU OF INVESTIGATION

The FBI History Program has posted a major revision of the pamphlet “Conducting Research in FBI Records” to the redesigned FBI FOIA web page at foia.fbi.gov. Forthcoming will be a redesigned history section on the FBI web site. As part of the wider fbi.gov redesign efforts, the program is finishing histories of the FBI’s field offices. Short histories of between 1,200 and 5,000 words have been written for 46 of 56 these offices; the rest are expected to be completed by the end of 2010. Lastly, a project is underway by the Society of Former Special Agents to collect oral histories of its members. The Society’s “Heritage” program has accumulated more than 200 interviews with former agents and has made transcripts of these interviews available at the web site of the National Law Enforcement Officers Memorial Foundation Museum at <http://www.nleomf.com/museum>. The collection is especially rich in interviews concerning FBI investigations in the South in the 1960s and our Special Intelligence Service during World War II.

GOVERNMENT PRINTING OFFICE

The Government Printing Office (GPO) announced that its centennial history, *100 GPO Years, 1861–1961: A History of United States Public Printing*, will be reissued in 2010 to kick off its 150th-anniversary celebrations. The book is available online at www.gpo.gov/pdfs/about/GPO_100Years.pdf. Also, in March 2011, GPO will issue a new illustrated official history covering the agency’s 150 years of Keeping America Informed.

HISTORY ASSOCIATES INCORPORATED

History Associates’ work on the American Veterans Disabled for Life Memorial, a planned monument to honor veterans who have experienced a variety of disabilities defending our country, was profiled in the 2010, no. 27, issue of *SegdDESIGN*, published by the Society for Environmental Graphic Design (SEGD). The article, entitled “A Living Memorial,” by Pat Matson Knapp, describes the challenges of creating a new monument for the National Mall.

The article spotlights the efforts of the multidisciplinary design team, which included architects Shalom Baranes Associates, public artist Larry Kirkland, and design consultants Cloud Gehshan Associates. The contributions of History Associates, which served as a subcontractor to Cloud Gehshan, are prominently featured. The article describes the vital role of History Associates in gathering and cataloging hundreds of soldiers’ accounts describing the voices, experiences, and memories of disabled veterans across time. In addition, History Associates researched the accounts for historical context and confirmed accuracy.

The article notes that the final 18 quotes chosen for the monument, from more than 700, were “selected for their universal resonance and timelessness and could represent any war.” James H. Lide, History Associates vice president and project director, agreed, commenting that “History Associates was honored to work on the American Veterans Disabled for Life Memorial. It will honor the efforts of veterans who live with the physical and

emotional memories of their service every day.” The American Veterans Disabled for Life Memorial is scheduled to be dedicated on a two-acre site adjacent to the National Mall in 2012. Visit www.nextbook.com/ygsreprints/ygs/G12272SEGD_Nextbook/#/42 to read the full article.

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Michael Gorn has retired as a historian at the Dryden Flight Research Center. Among his many achievements is receipt of the Gardner-Lasser Aerospace History Literature Award for *Expanding the Envelope: Flight Research at NACA and NASA*, presented by the American Institute of Aeronautics and Astronautics. The Glenn Research Center reports that Bob Arrighi’s new book *Revolutionary America*, on the Altitude Wind Tunnel, is now available. It covers the tunnel’s use from “full-scale testing for wartime applications, to a vacuum chamber supporting the Vision for Space Exploration, and even a brief period as home to Mercury astronaut training.” Historian Mark Bowles has won the 2010 History Manuscript Award from the American Institute of Aeronautics and Astronautics for his book *The Apollo of Aeronautics*. James David of the National Air and Space Museum published “The Intelligence Agencies Help Find Whales: Civilian Use of Classified Overhead Photography under Project Argo” in *Quest: The History of Spaceflight Quarterly*, Vol. 16, no. 4.

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

NARA’s 2010 Records Administration’s Conference (RACO) was held at the Ronald Reagan Building and International Trade Center on May 12. The emphasis was on cooperation among federal agencies in records management planning and procedures. Sessions included a discussion of the implications of the President’s order for open government for federal agencies, e-mail preservation, “Improving records management through Partnerships and Oversight,” and “Opening the Door to Government Data.” In addition, NARA’s online training program, “Records Management for Everyone,” will again be offered online this summer at <http://nara.learn.com/recordsmanagement-training>. This program is also available on CD.

The National Archives new Civil War exhibit has opened at the National Archives Building. The first segment “Beginnings” is showing through September 6, 2010. The second part, “Consequences,” runs from November 10, 2010, to April 17, 2011.

The 24th annual Preservation Conference, “Plan for Preservation: Assess, Prioritize and Manage,” was held March 18 in the William G. McGowan Theater at the National Archives Building, Washington, DC. It covered the full spectrum of preservation programs, from the development of the field to current practices, fundraising for institutions, risk management, and future challenges facing preservation.

Many of the speakers addressed the theme of risk assessment and the technology and management issues that accompany it. Dr. Nobert Baer, Hagop Kevorkian Professor of Conservation at New York University, gave a talk titled “Is Risk Management a Hazard to Your Collection?” highlighting the problems in examining only the risks and not the potential benefits of a situation. Allison Olson (NWT), National Preservation Programs Officer for Special Projects, presented “Risk Assessment and Documenting the

Preservation Needs of Our Records.” She discussed NARA practices in risk assessment and the impact of the Holdings Management System on the collection of preservation information. Paul Messier, Consultant in Preservation of Photographs based in Boston, discussed “A Model for a Cross-Repository Survey of Photograph Collections.” Debbie Hess Norris, Vice Provost for Graduate and Professional Education and Chairperson of the Art Conservation Department, University of Delaware, discussed the importance of persistence in fundraising and ways to grow an institution’s ability to receive and manage grants. Sherelyn Ogden, Head of Conservation at the Minnesota Historical Society, discussed her institution’s task of managing a pool of money from the Clean Water, Land, and Legacy Act, which increased Minnesota’s sales and use tax by three-eighths of one cent. Nancy Bell, Head of Collection Care, The National Archives, UK, spoke of the challenges facing preservation; among these, are climate change, which can cause flooding of historic sites and increased mold outbreaks, and the effects of energy conservation on cultural preservation.

NARA staff has been digitizing the 1940 U.S. Census for its online release to the general public on April 1, 2012. Staff in the Special Media Preservation Division (NWT) are preparing the images from three microfilm publications, which include enumeration districts and their descriptions. By identifying districts of interest, researchers will be able to view images of the corresponding census pages. Verification of the geographic data is complete; scanning and indexing of the Census images are under way; and 2,072 rolls of microfilm had been digitized by the end of May.

New microfilm publications include *Records of the External Assets Investigation Section of the Property Division, OMGUS, 1945–1949* [M1922, RG 260, 88 rolls]; *Records Regarding Intelligence and Financial Investigations of the Financial Intelligence Group, OMGUS, 1945–1949* [M1925, RG 260, 9 rolls]; and, *OSS Washington Secret Intelligence/Special Funds Records, 1942–1946* [M1934, RG 226, 24 rolls]

NATIONAL COUNCIL ON PUBLIC HISTORY

“Tenure, Promotion, and the Publicly Engaged Academic Historian,” a report offering best practices for evaluating public history scholarship in history departments, was recently adopted by the Organization of American Historians, National Council on Public History (NCPH), and the American Historical Association. It is posted on the NCPH website, naph.org/cms/careers-training/#Promotion&Tenure. Public history work, the report concludes, is generally overlooked in a tenure process that emphasizes single-authored monographs and articles at the expense of other types of scholarly productions. The committee that conducted this study hopes it will have ramifications beyond academia, perhaps in organizations, such as federal or state agencies, where the work of public historians is evaluated in promotion decisions.

ORGANIZATION OF AMERICAN HISTORIANS

The OAH seeks nominations for the 2012 Richard W. Leopold Prize. This prize, awarded every two years, recognizes the significant historical work being done by historians outside academe. It recognizes the best book on foreign policy, military affairs, the historical activities of the federal government or biography by a gov-

ernment historian. These subjects cover the concerns and the historical fields of activity of the late Professor Leopold, who was President of the Organization of American Historians 1976–77. The winner must have been employed in a government position for at least five years. If the author has accepted an academic position, the book must have been published within two years from the time of the change. Verification of current or past employment with the government must be included with each entry. One copy of each entry must be received by each committee member by October 1, 2011. Applications that are not received by close of business on the deadline date will not be considered. The award of \$1,500 will be presented at the 2012 Annual Meeting of the OAH in Milwaukee, Wisconsin, April 19–22. See <http://www.oah.org/activities/awards/leopold/index.html> for full details.

QUATREFOIL ASSOCIATES

Quatrefoil Associates is developing *101 Turning Points in American History*, an interactive timeline developed for the National Museum of American History that allows visitors to scroll through a timeline and pick items to learn about using Microsoft Surface table. From the Gettysburg Address to Woodstock to the election of Barack Obama as President, the exhibit allows visitors to find out what events Director Brent Glass believes shaped American History.

For the National Postal Museum, Quatrefoil programmed a learning game for the Microsoft Surface table that explores the challenges of transporting mail during the Gold Rush in 1859. Visitors select their crew and vehicles, place them on a historical postal route, and then find out what happens when faced with unexpected events like floods and stagecoach accidents. After racing to deliver the mail, users find out how their time and effort compared with their historical counterparts.

SENATE HISTORICAL OFFICE

The U.S. Senate Historical Offices announces the release of the latest volume of Executive Sessions of the Senate Foreign Relations Committee (Historical Series), more than 1,000 pages of previously classified testimony and transcripts from closed hearings in 1968.

The Vietnam War is a major focus of these closed hearings, with great attention given to a reexamination of the Gulf of Tonkin incident. The declassified hearings provide new insights into the Foreign Relation Committee members' skepticism about the Vietnam War and concern about the limited legislative role in U.S. foreign policy. Among other topics discussed in the hearings are the Senate's approval of the Nuclear Non-Proliferation Treaty, North Korea's capture of the *Pueblo*, and the Soviet Union's invasion of Czechoslovakia. This volume was prepared for publication by Senate Historian Donald A. Ritchie. A limited number of free copies are available from the committee: Committee on Foreign Relations, United States Senate, Washington, DC 20510.

The complete volume is available online at the committee's web site, www.foreign.senate.gov/, or from the Government Printing Office at http://frwebgate.access.gpo.gov/cgiin/getdoc.cgi?dbname=111_cong_senate_committee_prints&docid=f:34737.pdf.

SMITHSONIAN INSTITUTION

The Museum of American History has several new exhibits. "Toys from the Attic" opened in late May. The displays examine the toys produced in 19th-century America, when childhood began to be seen as a distinct stage of life with its own unique needs. Toys featured in the case include dolls, kitchen and housewares, hand tools and educational games and toys. "Celluloid: The First Plastic," also opened in late May, highlights the world's first commercially successful plastic invented by John Wesley Hyatt in 1869. Celluloid was mainly used to manufacture inexpensive yet stylish goods, ranging from beauty accessories and home wares to postcards and advertising keepsakes. "The Americans with Disabilities Act" opens July 26 and highlights the 20th anniversary of the act. "Ain't Nothing Like the Real Thing: How the Apollo Theater Shaped American Entertainment," through August 29, explores the rich history and the cultural significance of Harlem's Apollo Theater. This exhibition is organized by the Smithsonian's National Museum of African American History and Culture.

TREASURY HISTORICAL ASSOCIATION

The Treasury Historical Association (www.treasuryhistoricalassn.org) presented further lectures in its Noontime Lecture series. Franklin Noll gave a talk entitled, "A Brief, Illustrated History of United States Government Currency, 1861–Present," and John Steele Gordon, author of *Hamilton's Blessing: The Extraordinary Life and Times of our National Debt*, presented "Is Hamilton's Blessing Still a National Blessing?" The Association's new book on the history of the Treasury building, *Fortress of Finance: The United States Treasury Building*, is also going to press and should soon be available for purchase.

U.S. ARMY HISTORICAL FOUNDATION

The summer issue of *On Point: The Journal of Army History* features fully illustrated articles on The World War II Bakers Creek Air Crash by Robert S. Cutler, the 801st Tank Destroyer Battalion by David A. Kaufman, and an update on the National Museum of the United States Army. The update examines three planned sub-galleries of the "Fighting for the Nation Gallery" concerned with the post-World War I decades: "Saving Democracy: Global War," "Saving Democracy, Cold War," and "The Uncertain Battlefield." The exhibits are designed to emphasize the strategic and technological adaptations of the Army to the rapidly changing challenges it faced. In "The Vietnam Experience," for example, visitors will experience "a soldier's view of an infantry platoon on a search and destroy mission in the jungle, a supply convoy moving tons of equipment, and an artillery battery on a fire support base." They will also learn about "the advent and impact of airmobile operations, first proven in combat during the fight at Landing Zone X-Ray in Ia Drang Valley."

UNITED STATES CENSUS BUREAU

The Census Bureau recently posted the history of the 2000 census on its web site. The history covers various topics regarding the census, including the political and technological context in which the survey was conducted, the planning and execution of the census, and legal challenges to the results. The two-volume work can be downloaded from the pages of the Census web site: www.census.gov/history/www/through_the_decades/overview/2000.html.

FEDERALIST CALENDAR

Sept. 2–5, 2010. American Political Science Association (APSA), Annual Meeting, “The Politics of Hard Times: Citizens, Nations, and the International System under Economic Stress.” Washington, DC. Visit http://www.apsanet.org/content_65547.cfm

Sept. 15–19, 2010. Maritime Heritage Conference, Naval Historical Foundation. Baltimore, MD. Visit www.seahistory.org

Sept. 29–30, 2010. U.S. Department of State. American policy and war in Southeast Asia, 1946–1975. George C. Marshall Conference Center, Washington, DC. E-mail: vietnam.conference@state.gov

Oct. 6–7, 2011. National Security Agency, Center for Cryptologic History. “Cryptology in War and Peace: Crisis Points in History.” Laurel, Maryland. E-mail: kgsieg@nsa.gov

Oct. 13–16, 2010. Western History Association (WHA), Annual Meeting. Incline Village, NV. Visit <http://www.westernhistoryassociation.org/conference/>

Oct. 27–30, 2010. Oral History Association (OHA), Annual Meeting, “Times of Crisis, Times of Change: Human Stories

on the Edge of Transformation,” Atlanta, GA. Visit <http://www.oralhistory.org/annual-meeting/>

Jan. 6–9, 2011. American Historical Association (AHA), Annual Meeting, “History, Society, and the Sacred,” Boston, MA. Visit <http://www.historians.org/annual/2011/index.cfm>

Apr. 6–10, 2011. National Council on Public History (NCPH), Annual Meeting, “Crossing Borders/Building Communities—Real and Imagined,” Pensacola, FL. Visit <http://ncph.org/cms/>

Mar. 17–20, 2011. Organization of American Historians (OAH), Annual Meeting, “Americans Divided and United: Multiple and Shifting Solidarities,” Houston, TX. Visit <http://meetings.oah.org/index.php/future-meetings>

Mar. 29–Apr. 2, 2011. Society for Applied Anthropology (SfAA). “Expanding the Influence of Applied Social Science.” 71st Annual Meeting, Seattle, WA. Visit www.sfaa.net,

June 9–12, 2011. Society for Military History (SMH), Annual Meeting, “Ways of War,” Lisle, IL. Visit <http://www.smh-hq.org/index.html>

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