UNITED STATES ARMY CENTER OF MILITARY HISTORY

STRATEGIC PLAN

2007 - 2011

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Message from the Director

The Center of Military History and the leaders of the Army's History Program are committed to achieving six strategic goals:

1. Strengthen the Army historical community's role as the nation's authoritative source of official Army history
2. Strengthen Army cohesion and morale through unit, organizational, and institutional history initiatives
3. Improve the effectiveness of Army history education
4. Grow and cultivate a diverse, multitalented, and innovative military and civilian Army historian workforce for the twenty-first century
5. Implement innovative Army museum programs, ensuring synchronization, full-spectrum support, and the infusion of best practices and technology
6. Provide relevant, historical expertise for our Army's leadership and field units on issues of operations and transformation

These goals fully support the President's Management Agenda and the Army's Strategic Goals.

Continuous change and improvement in all aspects of the organization are essential—evolutionary transformation leads to innovative outcomes. We are driven to provide superior service and are steadfast in upholding a common set of values. These are challenging times for the Army and the Army History Program. While the Army is engaged in the Global War on Terrorism, it is also undertaking a comprehensive effort to transform into a new force for the future. We are a part of the Army team. We know that our ability to support the Army warfighter through our dedicated service validates us as a relevant and ready leader in these extraordinary times.

There are many ongoing efforts working toward accomplishing this ground-breaking change. The role of both the Center of Military History and the larger Army History Program in these efforts is an important one. We must transform our organization to be as efficient and effective as possible while providing the valued services so vital to the success of our Army. Our strategic plan, as laid out in the following pages, will provide a framework to continue our transformation. We remain vigilant, yet passionate about continuous improvement, while we work together to shape the Army of the future. Change has become a way of life for the Army, yet we remain committed to the Army values: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Although we have achieved much, we have significant challenges ahead of us, and I ask for your full support and participation as we execute this strategic plan.

JEFFREY J. CLARKE
Director, Center of Military History
Chief of Military History

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Our Vision

A highly efficient and effective professional history and museum program serving Army needs in the twenty-first century.

Our Mission

The mission of the Army History Program is fourfold and knowledge based. First is to advance knowledge through research. The heart of the historical and the curatorial professions is the acquisition and study of primary historical material, both documents and artifacts, in order to establish an accurate record of past decisions and events, and through analysis, suggest why particular courses of action or material developments took place and how they interacted with one another.

As a corollary, the second function of the program is to preserve knowledge through artifacts and records. While Army historians do not have responsibility for records management or audiovisual records, they have a vital interest in their preservation and assist wherever possible while supplementing official record keeping with extensive oral history programs and by securing copies of key documents and images, especially those of an electronic nature that would not otherwise be saved. Preserving material culture is one of the main missions of the Army's museum system. It involves a broad collection effort that often takes curators to remote battlefield locations and demands a deep technical expertise to preserve and account for such material.

The third function of the program is to transmit knowledge through teaching. This vital task encompasses the classroom instruction in the Army's officer educational system, with a focus on precommissioning history courses as well as those history and history-related blocks of instruction offered at the branch schools, the Command and General Staff College, and the Army War College. Also included, however, is the history and heritage training given to the enlisted ranks and to Army civilian employees, as well as that provided to visitors at all of the Army's many museums. Finally, the service's formal and informal staff ride programs provide nontraditional venues for the overall teaching mission and are important adjuncts to classroom instruction.

The fourth and final function of the Army History Program is to disseminate knowledge through historical products. Such products include not only a variety of traditional publications—monographs and more comprehensive historical works—but also small, yet timely staff studies and information papers of all manner; maps, posters, brochures, and other smaller historical studies; print and visual electronic products; and artifact, photographic, and art exhibits that focus on historical themes and events through a different milieu. The main purpose of such work is to increase the effectiveness of today's Army. To achieve this objective, the history program establishes the basis for Army doctrine; provides the historical perspective to current decision makers; enhances unit morale and traditions by providing the historical material on which to base unit heritage; and in a more general sense gives Army students an appreciation of how the past forms and conditions our responses to the future. These same historical products also provide a record for American leaders and the American people of what their Army has accomplished. This encourages a greater understanding of both its strengths and weaknesses, ensuring that public support for the institution is grounded in a true appreciation of the Army and how it works.

Guiding Principles

Our guiding principles are as follows:

- **Customers come first.** We establish good relationships, know our customers, and ensure that they are satisfied with our products and services.
- **We take care of our people.** Our people are the prime contributors to our success. We recruit intelligently, and effectively manage, train, develop, motivate, and reward our talented employees.
- **Quality in products and services.** Our comparative advantage is the continuous high quality of our products and services. We will do it right the first time!
- **Encourage and implement innovation.** We foster an environment that promotes and rewards innovative thinkers and risk takers.
- **Stewardship.** We are guardians of the public trust and are accountable for our resources.

Our Values

Army History Program values support the Army values, characterize the culture of our organization, and communicate our philosophy in approaching our mission:

- **Loyalty.** We are firm in our allegiance to each other, our organization, our mission, and our country.
- **Duty.** We fulfill our personal and professional obligations.
- **Respect.** We treat others as we expect to be treated, and in so doing establish mutual trust.
- **Selfless Service.** We act for the greater good by putting our organization and customers ahead of our personal interests.
- **Honor and Integrity.** We do what is right, legally and morally.
- **Personal Courage.** We demonstrate the courage of our convictions and accept personal accountability.

Key Enablers

The key enablers for the Army History Program are as follows:

- **Military History Coordinating Committee—**leverages the experience and talents of the Army's primary historical centers
- **Army Historical Advisory Committee—**consults with leaders of the Army's history and museum communities, government archivists, and academic military history experts
- **Revision of Army Regulation (AR) 870-5, *Military History: Responsibilities, Policies, and Procedures*; and AR 870-20, *Army Museum, Historical Artifacts, and Art*—**facilitates implementation of the strategic plan
- **Professional historian and museum workforce—**are adaptive, skilled, and committed to setting and achieving the highest standards

Enduring Interests

Enduring interests are those timeless historical topics that are relevant to today's Army leaders and to those of the future. Topics include both general and specialized subject material common to all political-military endeavors. Together, they guide Army history professionals (historians, curators, archivists) in the focus of their efforts.

I. Primary Enduring Interests

Subjects include military strategy, operations, tactics, and techniques.

- Strategy—the overall plan for using military means to achieve political objectives.
- Operations—the movement of military forces in pursuit of a strategic plan.
- Tactics—the actions of military forces reacting to hostile forces or elements while pursuing operational goals and strategic plans (i.e., combat).
- Techniques—processes and methods associated with military strategy, operations, and tactics.

Note: Military strategy, operations, tactics, and techniques are pursued in many different environments (such as conventional, low-intensity conflict, peacekeeping, disaster relief), each with its own peculiarities and elements and each as a distinct enduring interest.

II. Secondary or Functional Enduring Interests

- Doctrine
- . Logistics
- Recruitment
- Training
- Intelligence
- . Health (medical)
- Administration
- Communications-electronics
- Construction/engineering
- Public information
- Procurement
- Force structure (organization)
- Research and development

III. Scope

For the purpose of narrative history, products may be as follows:

- Long range and broad
- Short range and topical
- Long range and topical
- Short range and broad

Short range and long range refer to an approximate four-year dividing point for topics treated (conveniently, the length of some of our more intense wars and the term of presidential office, although a relationship was not intended). Broad and topical refer to the number of enduring interests taken up by the product.

Strategic Management System

The Secretary of the Army initiated a program where the Headquarters, Department of the Army, will measure its strategic performance to enhance its decision-making processes. Working from the foundation of the Army vision and strategy, we will continue to develop our strategic plan to support the four overarching and interrelated Army strategies.

The four Army strategies are:

- Provide relevant and ready landpower for the twenty-first century security environment
- Train and equip soldiers to serve as warriors and grow adaptive leaders
- Sustain an all-volunteer force composed of highly competent soldiers who are provided an equally high quality of life
- Provide the infrastructure and support to enable the force to fulfill its strategic roles and missions

The Army strategy shows the links of performance objectives to strategy realization and has adopted a tool to assist in measuring performance across the Army. Through the strategic management system, the Army and the Center of Military History will be able to monitor and measure strategic performance.

The Army History Program

Center of Military History

The Origins

The Center of Military History (CMH) is responsible for the appropriate use of history throughout the U.S. Army. Traditionally, this mission 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 historical 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 U.S. Army in World War II series (the well-known Green Books), which now numbers 79 volumes. More recently, the Center has produced detailed series on the Army's role in the Korean and Vietnam Wars and is beginning a series on the U.S. Army in the Cold War. These works, supplemented by hundreds of monographs and other volumes, have made the Center one of the major publishers of military history in the world.

Since its formation, the Center has provided 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. In recent 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 also is performed at field historical offices and in Army museums. 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, CMH's staff is involved in some 50 major writing projects. Many of these efforts involve new research that ranges from traditional studies in operational and administrative history to the examination of such areas as procurement, peacekeeping, and the global war on terror.

In addition, Army historians maintain the organizational history of Army units, allowing the Center to provide units of the Regular Army, the Army National Guard, and the Army Reserve with certificates of their lineage and honors and other historical material concerning their organizations. 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.

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. It also conducts and preserves its own oral history collections, including those from the Vietnam War, Operation Desert Storm, recent contingency operations, and the Global War on Terrorism. 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 more than 120 Army museums and their holdings, encompassing some 450,000 artifacts and 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. Current projects include the establishment of a National Army Museum at Fort Belvoir, Virginia, and a complementary Army Heritage and Education Center at Carlisle Barracks, Pennsylvania.

The Chief of Military History is responsible for ensuring the appropriate use of military history in the teaching of strategy, tactics, logistics, and administration. 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 *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.

Staff rides enable military leaders to retrace the course of a battle on the ground, deepening their understanding of the recurring fundamentals of military operations. As one of the Army's major teaching devices, staff rides are particularly dependent on a careful knowledge of military history. Center historians lead rides directed by the Secretary of the Army and the Chief of Staff and attended by senior members of the Army Staff.

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 end of World War II, the Center has coordinated the deployment of military history detachments and the collection of historical data during peacekeeping and wartime operations, including most recently those in Somalia, Haiti, Bosnia, Kosovo, Afghanistan, and Iraq.

Finally, the Chief of Military History is responsible for coordinating historical activities throughout the Army, including those for historical professionals within the Army Education System at TRADOC, CGSC, and the Army War College; those acting as command historians throughout the service hierarchy; museum curators and specialists at active and reserve component institutions; and the uniformed historians serving in commands and historical units throughout the world. The program also encompasses the many editors, archivists, visual information specialists, and artists who provide direct support to the various historical programs. The Army History Program is assisted by the Department of the Army Historical Advisory Committee (DAHAC), a committee appointed by the Secretary of the Army, the Chief of Staff, and the Chief of Military History, to advise on the Army's historical work, methods, and professional standards.

The Army Museum System

The mission of the Army Museum System's sixty museums is to preserve, study, and interpret the history and material culture of the United States Army, providing a continuous record of the Army's heritage for the soldiers and the nation. The Army's oldest museum is the West Point Museum established in 1854, and today the Army's museums continue to teach and inspire soldiers and the public about the significance of the Army's role in history. The Army Museum System is guided by the polices and regulations of the U.S. Army Center of Military History, which oversees the training, accountability, preservation, and research of the Army's historical artifacts and works of art.

As stewards of the Army's historical collections, the Army Museum System provides visual support of the Army's written history through exhibits in its museums, which are specific to branch, school, installation, or unit commands. The Museum Division administers professional museum training to soldiers and civilian museum staff; professional certification inspections to ensure the Army's museums meet the highest standards; staff assistance visits; the Command Supply Discipline Program; and the Army Historical Catalog Accountability System (AHCAS), which enables property book officers to register historical property, research and catalog artifacts, take inventory, upload and view imagery, search and read documentation, and print standardized forms. In addition, the Museum Division issues the annual report on the Department of Defense Operation and Financial Support for Military Museums, a requirement mandated by Congress; responds to Army staff and congressional inquiries; and provides day-to-day policy and administrative guidance. The Army Museum System enriches the Center's ability to reach a vast audience through its exhibits and educational programs.

Army Heritage and Education Center

The Army Heritage and Education Center (AHEC) is an important facility for interpretation, research, and preservation of the Army's history. In order to tell the Army's history through the eyes of its soldiers, the AHEC combines the famed U.S. Army Military History Institute (USAMHI), the future Army Heritage Museum (AHM), a state-of-the-art Conservation Center, and the Army Heritage Trail. The AHEC campus rests on 55 acres located adjacent to Carlisle Barracks. The 67,000-square-foot Ridgway Hall provides enhanced protection for the USAMHI collection and improved facilities for patrons and staff.

USAMHI acquires, preserves, and makes available to a broad audience historical records and materials on the heritage of the U.S. Army. It serves as the Army's central repository for unofficial materials relating to the history of the military. USAMHI's vision is to provide unequalled access to the world's premiere collection of historical records and materials on the heritage of the U.S. Army. USAMHI responds to official and public inquiries; supports the Army War College Military History Program; conducts the Senior Officer Oral History Program and the Division Command Lessons Learned Programs; surveys and documents the experiences of veterans; hosts a coordinating lecture series on military history; and develops and maintains the Army Heritage Collection Online (www.ahco.army.mil).

AHM is designed to highlight an extensive collection of military artifacts related to the service of individual soldiers throughout the history of the Army. The museum's mission is to acquire, preserve, and interpret artifacts of the American soldier in order to educate a broad audience about the U.S. Army's heritage through exhibits and research. Objects speak most eloquently of the soldiers who served their country long after the soldiers can no longer speak for themselves. The wealth of individual soldier's stories depicted in the 50,000 square feet of exhibit galleries will illustrate the history of the Army and bring it to life.

The Army Heritage Trail rings the grounds of the AHEC, covering about a mile, and highlights many of the Army's major campaigns with exhibits and periodic vignettes. Thirteen individual settings include a full-scale reconstruction of Redoubt Number 10 from the Revolutionary War, a section of the Antietam battlefield, a Civil War winter encampment with cabins, a WWI trench system, a WWII company area, a replicated Omaha beachhead scene from D-Day, and an interpretation of the Vietnam helicopter air assault at Ia Drang. Designed as a stage for living history presentations by living historians serving as interpreters, the trail hosts historic personages every weekend during the summer and fall months.

The AHEC embodies the highest standards of quality for conservation and preservation of photographs, manuscripts, and the artifacts of the Army. The Conservation Center will serve to build on this mission with a 35,000-square-foot, state-of-the-art Museum Support Facility scheduled for construction in fiscal year 2009. The multifunctional structure is slated to house conservation and analytical laboratories as well as provide artifact storage for the Army Heritage Museum. The Conservation Center will take a holistic approach to its mission consisting of individual object treatment and whole collections care, cutting-edge conservation science research to benefit the collection, and educational opportunities for the public dealing with proper stewardship and care of cultural and historical heritage materiel.

Combat Studies Institute

The Combat Studies Institute (CSI) is a TRADOC-chartered organization located at Fort Leavenworth, Kansas, with a mission to provide historical services to TRADOC and the Army generally. CSI consists of six major elements: the Research and Publication Team, the Staff Ride Team, the Military History Instructional Support Team, the Contemporary Operations Study Team, the Combined Arms Center History Office, and the Frontier Army Museum. CSI is comprised of a mix of military, permanent civilian, and civilian contractor personnel, all of whom hold appropriate professional certification for their assigned duties. CSI conducts an annual Military History Symposium to bring together leading nonmilitary and military historians and policy makers to present their research on a topic of current interest to TRADOC and the Army.

The Research and Publication Team (R&P) is assigned to "conduct original, interpretive research on historical topics pertinent to the current doctrinal concerns of the U.S. Army in accordance with priorities established by the TRADOC Commander, the CAC [Combined Arms Center] Commander, and CSI determined priorities, and to publish the results of the research in a variety of useful formats." Research projects are consistent with the above mission and are generated by taskings from TRADOC and CAC or by the Director, CSI. The variety of formats in which completed projects are published include Global War on Terrorism Occasional Papers, Leavenworth Papers, Research Surveys, Special Studies, CSI Press monographs, and a host of miscellaneous historical efforts.

Additionally, R&P conducts the Operational Leadership Experience (OLE) or oral history program for CAC. This four-person team conducts oral history interviews with students, faculty, and visiting officials at CAC to build an archive of first-person accounts of the Global War on Terrorism (GWOT). These interviews span the vast geographic and functional range of the GWOT. They are transcribed and posted on the Combined Arms Research Library (CARL) Web site in an easily accessible database. All the material collected is unclassified and thus is made available to researchers from the government and the public.

The Staff Ride Team conducts staff rides for the Command and General Staff College and for U.S. Army units and agencies that want to conduct staff rides for the purposes of leader professional development and education. The team can conduct over thirty different staff rides in the United States and Europe, provide support to organizations wanting to conduct their own staff rides, and produce staff ride handbooks for use by the Army at large. Using satellite imagery and 3-D modeling software, the Staff Ride Team has produced and conducts an Operational Iraqi Freedom Virtual Staff ride of key actors in Iraq, and is now building an Operational Anaconda Virtual Staff Ride to cover that battle in Operation Enduring Freedom–Afghanistan.

The Military History Instructional Support Team assists the TRADOC Chief Historian with the implementation, maintenance, and coordination of an integrated and progressive program of military history instruction in the TRADOC service school system. The team has four primary responsibilities: biannually conduct the Military History Instructor Courses tailored to address all levels of TRADOC military history instruction based on relevant programs of instruction and training support packages; assist the TRADOC Chief Historian with the Military History Certification Program; develop, maintain, and facilitate a field historian course to qualify Army personnel for the 5X Military Historian Additional Skill Identifier (ASI); and update TRADOC military history curriculum as necessary.

The Contemporary Operations Study Team (COST) is CSI's newest team, formed in late 2005. COST is charged with producing comprehensive, preliminary historical accounts of Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF), and other GWOT-related operations for the U.S. Army. These accounts will serve as a first cut of the Army's operational history, will tell the Army story, and provide insights on Army operations, filling the gap between journalistic accounts and official Army histories not published till decades later.

The Combined Arms Center (CAC) History Office in fiscal year 2006 consisted of two personnel: a command historian who also serves as the deputy director, CSI, and an assistant command historian. The CAC History Office collects and maintains the command history of CAC, provides historical support to the CAC commanding general, and administers numerous memorial programs at Fort Leavenworth, Kansas. In 2006 the office was able to obtain contract archival support to catalog and sort the decades of CAC official documents in its collection.

The mission of the Frontier Army Museum is to collect and preserve artifacts that tell the story of the Frontier Army from 1804 to 1916 and the story of Fort Leavenworth from 1827 to the present. The museum supports its story line from its collection of more than 7,000 artifacts. Certified by the Center of Military History and accredited by the American Association of Museums, the Frontier Army Museum contributes greatly to Army education through interaction with the Command and General Staff College and to general public knowledge of the Army's heritage through robust outreach and living history programs.

Department of Military History

The Department of Military History (DMH) is charged with presenting military history at the Command and General Staff College (CGSC) and assisting other departments in integrating military history into their instruction. Currently DMH has twenty-five civilian instructors and three administrative personnel. DMH is authorized seven military instructors, but currently has no military personnel assigned. Each history instructor is assigned to a multidisciplinary teaching team composed of twelve instructors. Each of twenty-one teaching teams is allocated to a section of approximately sixty-four CGSC students for the duration of the academic year and delivers most of the instruction to that section. During the recent academic year, sixteen student sections were in residence and four were at satellite campuses (one at Fort Lee, one at Fort Gordon, and two at Fort Belvoir).

All DMH instructors teach core and elective courses in history, as well as out-of-discipline courses, such as, strategy, critical reasoning/creative thinking, leadership, and tactics. In addition to classroom responsibilities, all instructors chair, or serve as members of, about three master of military arts and sciences (MMAS) graduate thesis committees. The focus of DMH remains quality education in theory and conduct of modern warfare to CGSC students.

DMH supports the Total Army School System (TASS) by preparing and maintaining courseware and assisting in the training of TASS resident CGSC instructors. Recently, CGSC completed conversion of the intermediate-level education (ILE) core curriculum to the advanced distance learning (ADL) format to support conversion of the nonresident course from a paper-based to a Web-based system. The DMH lesson authors developed ADL versions so that nonresident students can participate in identical course material delivered in an interactive, self-paced methodology.

DMH also supports several history-related initiatives. While enrolled in the basic CGSC curriculum, resident students may pursue a MMAS degree, the equivalent of an academic master's degree. When pursued with a concentration in history, the fully accredited MMAS program is a core component of the CSI's 5X Military Historian ASI program. DMH instructors provide guidance for such work along with qualified outside academics. This program is supervised by CSI's Military History Instructional Support Team.

U.S. Army Training and Doctrine Command

The U.S. Army Training and Doctrine Command (TRADOC) Military History Program overall consists of the command Military History Office at the headquarters and includes those activities designed to collect data and material related to the organization and mission of TRADOC; develop historical interpretation of the command and related subjects; and provide instruction in military history and heritage. Central to these activities are military history offices, museums, and military history instruction in initial entry training, precommissioning, and Army schools. The TRADOC Military History Program overall consists of the headquarters military history office, twenty-one subordinate history branch or command offices, CAC's Combat Studies Institute, CGSC's Department of Military History, AWC's Army Heritage and Education Center/Military History Institute, and twenty-three branch or topical museums. The TRADOC Military History Office at the command's Fort Monroe headquarters exercises Army Management Headquarters Activity responsibilities regarding overall policy formulation, total program oversight and management, and establishment of inclusive standards and monitoring their implementation.

In accordance with the TRADOC Military History Program Strategic Plan, the program's core competencies are acquiring, preserving, organizing, chronicling, and analyzing the historical and material culture record; teaching military history and heritage, broadly defined; developing museums that are the technical repositories of branch material developments; developing field history offices that are the corporate memory of their branch or command; conducting, collecting, and preserving oral history; training teachers of military history; designing and executing staff rides; producing short- and long-term research, resulting in doctrinally relevant publications; educating soldiers and civilians to become searching, thinking, questioning, and reasoning, flexible, adaptive leaders able to apply the insights of military history to the profession of arms; and using the historical record to assist leaders in making critical decisions for the present and future.

U.S. Military Academy

The Department of History at the U.S. Military Academy (USMA) remains committed to its mission of teaching history to cadets as part of the academy's broader purpose of developing commissioned leaders of character to serve the nation as officers in the United States Army. The Department of History's faculty supplements its primary mission with scholarly and professional outreach and support to the academy, the Army, and the nation.

The Department of History instituted a strategic-planning process that permitted a top-to-bottom review of the history curriculum and department operations. The strategic planning is cyclical—on an annual basis—and provides a mechanism for managed change within the department. During academic

year 2005–2006, the department established a new mission, vision, and program goals. Additionally, faculty goal teams were created to address issues that emerged during the review and throughout the year.

The Department of History established the USMA Center for Oral History in 2005. The purpose of the center is to record the professional military experiences of USMA graduates and other Army leaders to promote the education, training, and inspiration of cadets and to enrich the study of the history of the U.S. Army. The Center for Oral History will oversee the collection, transcription, cataloging, and archiving of oral history interviews. These interviews will grow into a rich historical database that will house the records of professional military experiences before they are lost forever. The superintendent designated the Center for Oral History as an "approved need," which grants authority to the Association of Graduates to begin fundraising for an endowment large enough to hire a permanent oral historian and a small staff. Currently, the Center has completed more than fifty interviews.

The Department of History hosts the annual Summer Seminar in Military History. Begun in the 1960s, this widely acclaimed program prepares civilian and military scholars to teach military history at an undergraduate level. Twenty academic fellows from universities in the United States, Canada, Nigeria, South Africa, and Spain enjoyed a series of seminars, a variety of guest lecturers, and battlefield studies. The Summer Seminar included two staff rides—one on the American Revolution (Saratoga) and one on the American Civil War (Gettysburg and Antietam). As part of the program, the Department of History conducted the first annual West Point Current Policy Symposium. This event was an opportunity for the Summer Seminar fellows to consider current policy issues in the context of military history. The symposium included panels on insurgency and counterinsurgency, occupation and nation building, role of the historian in shaping current policy, and the future of military history.

Army Commands

Senior historians at Army Commands, Army Service Component Commands, and Direct Reporting Units advise and support their commanders and staffs in much the same way that the Chief of Military History (and the Director of the Center of Military History) advises and supports the Army Chief of Staff, the Army Staff, and the Army Secretariat. For this reason, field historical offices have a role within their organizations comparable to that of the CMH within the Department of the Army.

Currently, an average of 230 historians supported more than sixty Army commands, service schools, and separate agencies. An additional 240 curators, archivists, and support staff provided parallel historical services to the Army and the general public through museums and archival holdings. Major historical offices in the field included those at the U.S. Army Corps of Engineers, U.S. Army Forces Command, U.S. Army Training and Doctrine Command, U.S. Army Materiel Command, U.S. Army Europe, and U.S. Army Medical Command. The restructuring of Army commands on 1 October 2006 to create Direct Reporting Units, Army Service Component Commands, and Army Commands may increase the number of reporting historical offices.

Historians at all levels prepare annual command histories for their organizations and, along with specialized historical offices (such as the Combat Studies Institute), research and write monographs and smaller studies on subjects related to their commands. Other important activities include support of military history detachments, use of military history in service schools and unit training, management of historical records, oral history programs, staff supervision of command historical properties and museum activities, and the provision of reference services.

Situational Assessment

In preparing our road map for the next five years, this strategic plan takes into account issues that have shaped or will shape the international climate, the Federal Government, the Department of Defense, and the Army, as well as the role of the Army History Program in that environment. In this section, we discuss those issues, which form the basis for the organization's goals and objectives.

Operating Environment

We must meet the challenges of the Base Realignment and Closure (BRAC) Act and address the challenges of supporting our customers in innovative ways to minimize the impacts of relocating U.S. Army Materiel Command (AMC) and TRADOC museums. We must prepare for the implementation of the National Security Personnel System (NSPS). As we implement this new performance-based system, we must ensure that our workforce has the knowledge and skills necessary to continue into the future as a high-performing organization.

We must develop our managers and supervisors to effectively lead a multigenerational and demographically diverse workforce, where everyone's contributions are valued. We must continue to strive to operate like a successful business and ensure we are doing our part to help modernize the institutional Army and support the Global War on Terrorism (GWOT). We are in an environment of change, and the process of change requires us to be adaptive and flexible. Our continued success will require the effort of all employees working together.

This plan establishes a common set of goals and objectives that will prepare us to successfully support the Army's mission and manage the challenges that lie ahead (i.e., GWOT, BRAC, and NSPS). Throughout this period, we will continue to achieve efficiencies in product and service delivery, and to posture our increasingly diverse workforce for continued success.

Strengths

The Army History Program has a strong tradition of customer service, and a robust mix of motivated, professional, and technically competent soldiers, civilians, and contractors dedicated to serving our customers. Our executive leadership possesses many years of experience. Our management team cares about its people and works well together. Our desire to succeed and get the job done through collaboration, innovation, and team building is second to none.

Weaknesses

Resource constraints are a challenge. The present process relies on reactive, short-term management of dollars, facilities, and equipment. Shortages of both resources and trained employees in needed skill areas make it difficult for the Army History Program to remain agile and relevant. As with other Government organizations, we are beginning to feel the impact of having an aging workforce that may soon retire in large numbers. This shift in personnel will leave large gaps in institutional knowledge and in the number of qualified staff to perform Army History Program services.

Opportunities

The GWOT requires us to focus on providing unique support to our warfighters. Through Lean Six Sigma and other similar processes, we can gain even more efficiencies. We will reduce redundancies and streamline processes, thus eliminating activity that does not add value. We can exploit technology and digitization to rapidly access, collaborate, and disseminate information. Additionally, we can take advantage of pilot programs and other established Department of Defense and Army initiatives that align with our vision. With the implementation of NSPS, we have an opportunity to design a program to develop a cadre of professional leaders that will lead the Army History Program into the future.

Threats

The GWOT heightens customer expectations and can constrain resources needed to meet customer demands. Any shortcomings we face in securing resources affect our ability to provide needed services to our customers. Additionally, as we work to make improvements, we are only as good as our people and their ability to work within systems that are sometimes difficult and inflexible.

Strategic Goals

In light of the environment in which we operate, specific strategies are outlined in the following pages based on the six major Army History Program goals listed below:

Goal 1 —Strengthen the Army historical community's role as the nation's authoritative source of official Army history

Goal 2 —Strengthen Army cohesion and morale through unit, organizational, and institutional history initiatives

Goal 3 —Improve the effectiveness of Army history education

Goal 4 —Grow and cultivate a diverse, multitalented, and innovative military and civilian Army historian workforce for the twenty-first century

Goal 5 —Implement innovative Army museum programs, ensuring synchronization, full-spectrum support, and the infusion of best practices and technology

Goal 6 —Provide relevant, historical expertise for our Army's leadership and field units on issues of operations and transformation

U.S. Army History Program Strategic Action Plan

Implementation

The implementation date for this plan is 1 June 2007. In-Progress Reviews (IPRs) will be conducted on a regular basis for each of the actions identified in this strategic plan. For each action, a timeline will be developed to identify key milestones, such as interim reports/assessments, decision points, and other tasks essential to meeting the deadline. IPRs will assess progress in meeting milestones and provide necessary guidance and decisions, to include adjustments to the timeline and scope of the effort.

Goal 1

Strengthen the Army historical community's role as the nation's authoritative source of official Army history

Objective 1-1

Review and update the Army Official History Publication Program.

Supporting Strategy

Accelerate the writing of the Vietnam-era official history of the Army and both organize and write remaining twentieth-century official Army history (Cold War and post–Cold War eras). Simultaneously, Army historians expand efforts to write on Army Global War on Terrorism (GWOT) operations.

Actions

Action 1-1-1—Conduct a comprehensive review of the scope and timeline of all Vietnam histories currently assigned to identify opportunities to accelerate writing projects.

Responsible Unit	Deadline	Measurement
Histories Division (HD)	1 September 2007 (90 days)	Written report to Director CMH

Action 1-1-2—Establish priorities, programs, and tracking mechanisms that ensure final drafts of the official Army History of the Vietnam War are completed within the next four years.

Responsible Unit	Deadline	Measurement
HD	1 December 2007 (180 days)	Written standard operating procedure (SOP) and timeline to Director CMH

Action 1-1-3—Review, refine, and publish an official history publication concept plan for the Cold War and post–Cold War periods, ending on 10 September 2001.

Responsible Unit	Deadline	Measurement
Chief Historian with HD support	1 September 2007 (90 days)	Written concept plan

Action 1-1-4—Establish a monograph/study series for first five years of the GWOT to include subjects at the tactical, operational, strategic, and institutional levels of war.

Responsible Unit	Deadline	Measurement
HD and Combat Studies Institute (CSI)	1 October 2007 (120 days)	CMH Director approved publication plan for HD; CSI Director approved publication plan for CSI

Action 1-1-5—Analyze narrative history programs of major command historical offices, to include the annual command histories and supplemental products.

Responsible Unit	Deadline	Measurement
Field Programs (FP) lead	1 June 2009 (2 years)	Written product done in concert with certification program

Action 1-1-6—Analyze future of DA Historical Summary (DAHSUM) (contract vs. in-house; electronic vs. narrative vs. staff study format) and future utility.

Responsible Unit	Deadline	Measurement
HD	1 June 2008 (1 year)	Test e-DAHSUM; outline alternative solution

Objective 1-2

Improve synchronization, information sharing, and communication of the History Program throughout the Army.

Supporting Strategy

Conduct a collaborative examination of the processes to collect data and produce studies across the Army's History Writing Centers (CMH, CSI, and field historians) to coordinate, streamline, and clarify roles, missions, responsibilities, and deliverables.

Actions

Action 1-2-1—Identify and analyze current practices and programs within the Army's History Writing Centers to identify opportunities for synchronization of narrative historical topics toward common objectives.

Responsible Unit	Deadline	Measurement
CSI lead with HD support	1 March 2008 (9 months; must wait for Action 1-1-4 to be completed)	Review Action 1-1-4; prepare a coordinated, synchronized plan for GWOT

Action 1-2-2—Develop mechanisms to synchronize oral histories collection, transcription, and access across the Army History Program. Includes update of Field Manual (FM) 1-20, *Military History Operations*, as required.

Responsible Unit	Deadline	Measurement
HD lead with Army Heritage and Education Center (AHEC), CSI, and FP support	1 April 2008 (300 days)	Collect data from field and analyze, formulate options, and brief Director CMH

Action 1-2-3—Develop an Army-wide marketing strategy for historical products.

Responsible Unit	Deadline	Measurement
Publishing Division (PD)	1 December 2007 (180 days)	Written plan

Objective 1-3

Leverage technology to improve access to and preservation of the Army's historical data, records, and material.

Supporting Strategy

Assess technology, utilization of historical data, and current Army storage and access practices in order to maximize efficiency and minimize cost across the history community through simplified and streamlined storage, access, and preservation of high-demand Army historical data, records, and materials.

Actions

Action 1-3-1—Identify and recommend standards and commonality of storage, access, and preservation of historical data using appropriate and effective technology.

Responsible Unit	Deadline	Measurement
AHEC lead with CMH (FP) and CSI support	1 June 2008 (1 year)	Identify areas of technology then prepare, coordinate, and present recommendations

Action 1-3-2—Develop and implement a Web-based index/abstract on Army Knowledge Online (AKO) of available oral history interviews.

Responsible Unit	Deadline	Measurement
HD lead with FP support	1 December 2008 (18 months)	Collect data, coordinate data, and recommend a plan to take from desktop access database to an online database

Action 1-3-3—Develop and implement a Web-based index/abstract that links the Army's History Program (Command History Offices) records.

Responsible Unit	Deadline	Measurement
FP lead	1 December 2008 (18 months)	Review the collection of records, develop a plan, and brief Director CMH; develop database and implement

Action 1-3-4—Develop a searchable database for GWOT military history detachment collections and associated records.

Responsible Unit	Deadline	Measurement
FP lead	1 June 2009 (2 years)	Review records and develop index/abstract

Action 1-3-5—Develop an automated referral and response system to expedite responses to history-based public and official inquiries.

Responsible Unit	Deadline	Measurement
FP	1 June 2009 (2 years)	Research; review current inquiries system; collect data from AHEC, CSI, and TRADOC; develop concept plan; and brief Director CMH

Action 1-3-6—Identify and prioritize the expedited movement of nonessential operational records and information collections to the National Archives and Records Administration (NARA).

Responsible Unit	Deadline	Measurement
FP lead	1 December 2007 (180 days)	Data call on operational records, identify nonessential records, develop plan to move nonessential records to NARA and implement

Action 1-3-7—Develop Army historical programwide digitization strategy and priorities for Army historical records, publications, and materials.

Responsible Unit	Deadline	Measurement
AHEC lead	1 December 2007 (180 days)	Collect data, develop options, and brief Director CMH

Action 1-3-8—Index and integrate the research and development holdings of the Army Museum System.

Responsible Unit	Deadline	Measurement
Museum Division (MD)	1 June 2009 (2 years)	Collect data from field, identify R&D holdings, incorporate into AHCAS, and develop a finding aid for R&D holdings

Goal 2

Strengthen Army cohesion and morale through unit, organizational, and institutional history initiatives

Objective 2-1

Identify, expand, and improve Army-level historical programs across the Army that contribute to institutional heritage and morale.

Supporting Strategy

Identify and strengthen those Army-level historical programs that directly contribute to institutional heritage and morale.

Actions

Action 2-1-1—Conduct a review and analysis of existing historical programs for their direct contributions to building or sustaining institutional heritage and morale.

Responsible Unit	Deadline	Measurement
TRADOC lead with CMH support	1 December 2008 (18 months)	White paper to Director CMH

Action 2-1-2—Establish an Army commemorative cell to synchronize Army historical community efforts for major national and DOD war commemoration programs.

Responsible Unit	Deadline	Measurement
HD	1 June 2009 (2 years)	Develop plan and move it through the program objective memorandum (POM) cycle

Action 2-1-3—Develop a comprehensive engagement, exhibit, and publication strategy to support key national and DOD commemorations through 2020.

Responsible Unit	Deadline	Measurement
HD	1 December 2007 (180 days)	Develop plan and brief Director CMH

Action 2-1-4—Publish a coffee table Army art book on GWOT.

Responsible Unit	Deadline	Measurement
MD	1 June 2009 (2 years)	Publish book

Action 2-1-5—Conduct a comprehensive review of the Army Country Study Guide program.

Responsible Unit	Deadline	Measurement
PD	1 August 2007 (60 days)	Review program and present recommendation to Director CMH

Action 2-1-6—Conduct a comprehensive review of the command relationship between AHEC and CMH.

Responsible Unit	Deadline	Measurement
Assistant Chief of Military History	1 December 2007 (180 days)	Coordinate with AHEC and present recommendation to Director CMH

Objective 2-2

Strengthen and clarify the role of the Army Museum System to support unit and organizational history programs.

Supporting Strategy

Study the core missions and functions of the Army Museum System to identify opportunities to provide more effective support to Army heritage and cohesion programs.

Actions

Action 2-2-1—Conduct a review of roles and missions of the Army Museum System to identify its existing support to cohesion programs.

Responsible Unit	Deadline	Measurement
MD lead	1 June 2009 (1 year)	White paper to Director CMH

Action 2-2-2—Develop initiatives that would expand and improve cohesion programs through museum-related events and products.

Responsible Unit	Deadline	Measurement
MD lead	1 December 2008 (18 months)	Based on white paper in Action 2-2-1, develop a series of proposals for projects

Action 2-2-3—Develop a robust traveling exhibit program that supports Army cohesion programs.

Responsible Unit	Deadline	Measurement
MD	1 June 2009 (2 years)	White paper to Director CMH

Action 2-2-4—Develop an art exhibit program with four major exhibits a year that supports Army cohesion efforts.

Responsible Unit	Deadline	Measurement
MD	1 June 2008 (1 year)	Develop a plan, target an audience, fund requirements, and execute a timetable

Objective 2-3

Conduct a comprehensive review of Organizational History programs.

Supporting Strategy

Leverage electronic means to increase availability of Lineage and Honors products to both units and the public.

Actions

Action 2-3-1—Develop and implement a plan to digitize Organizational History.

Responsible Unit	Deadline	Measurement
FP	1 June 2010 (3 years)	Conduct review of current state of digitization, identify shortfalls, develop concept plan to complete digitization, brief Director CMH, and implement

Action 2-3-2—Analyze existing Lineage and Honors process and improve efficiency and effectiveness.

Responsible Unit	Deadline	Measurement
FP	1 December 2007 (180 days)	Conduct Lean Six Sigma, develop a plan, and brief Director CMH

Action 2-3-3—Develop and implement plans to automate and place Lineage and Honors material on the CMH Web site.

Responsible Unit	Deadline	Measurement
FP	1 June 2009 (2 years)	Develop concept plan, brief Director CMH, and implement

Action 2-3-4—Streamline and finalize disposition processes for retiring Organization History files.

Responsible Unit	Deadline	Measurement
FP lead with MD and AHEC support	1 December 2007 (180 days)	Develop a concept plan and staff with MD and AHEC

Goal 3

Improve the effectiveness of Army history education

Objective 3-1

Analyze and improve military history classroom and distance education.

Supporting Strategy

Develop and implement an integrated program to support and enhance the value of military history in the Army's classrooms. Leverage distance learning to increase opportunities to incorporate history into Army education system, with specific focus on the TRADOC schools curriculum.

Actions

Action 3-1-1—Conduct a comprehensive review of the use of military history in pre-accession, enlisted, officer, and civilian education systems.

Responsible Unit	Deadline	Measurement
TRADOC	1 June 2008 (1 year)	White paper to Director CMH

Action 3-1-2—Conduct a comprehensive analysis of Army military history blocks of instruction to determine which ones could be converted to distance learning.

Responsible Unit	Deadline	Measurement
TRADOC	1 December 2008 (18 months)	White paper to Director CMH

Action 3-1-3—Establish a working group to evaluate military history blocks of instruction converted to distance learning for lessons learned regarding selection, resourcing, and conversion.

Responsible Unit	Deadline	Measurement
TRADOC lead	1 December 2008 (18 months)	White paper to Director CMH

Objective 3-2

Develop a broad range of electronic educational products.

Supporting Strategy

Use electronic products to enhance the quality and interest in the military history curricula.

Actions

Action 3-2-1—Conduct a review of Army military history curricula to determine which ones could be technologically enhanced with electronic educational products.

Responsible Unit	Deadline	Measurement
TRADOC	1 December 2008 (18 months)	White paper to Director CMH

Action 3-2-2—Assemble a committee of military history educators to determine methods and procedures to use technology to enhance the quality of military history instruction.

Responsible Unit	Deadline	Measurement
TRADOC lead	1 December 2008 (18 months)	White paper to Director CMH

Objective 3-3

Develop coordinated Battlefield Staff Ride contact plans with key Army stakeholders and constituents.

Supporting Strategy

Conduct a complete review of the Army staff ride programs, to include technological innovations, and examine the best way to leverage this important educational tool.

Actions

Action 3-3-1—Develop doctrine and provide design advice and pedagogical expertise for staff rides.

Responsible Unit	Deadline	Measurement
CSI lead	1 June 2008 (1 year)	Review current doctrine and update as necessary

Action 3-3-2—Publish a revised version of *The Staff Guide*.

Responsible Unit	Deadline	Measurement
CSI	1 June 2008 (1 year)	Revise and republish

Action 3-3-3—Create an online database of staff rides.

Responsible Unit	Deadline	Measurement
CSI	1 June 2009 (2 years)	Identify TRADOC school requirements for staff rides, build on Action 3-3-4, and develop database on selected staff rides

Action 3-3-4—Analyze new technologies and determine how to incorporate them into staff ride programs.

Responsible Unit	Deadline	Measurement
CSI	1 June 2008 (1 year)	Review current technologies and identify the system that should be adopted by the Army History Program

Objective 3-4

Leverage the museum program to enhance military heritage and history education.

Supporting Strategy

Expand the utilization of museums to reinforce military heritage and history curriculum and to enhance branch and unit cohesion.

Actions

Action 3-4-1—Conduct a comprehensive review of the military heritage and history curriculum and examine opportunities to use artifacts, art, and museum exhibits to enhance instruction.

Responsible Unit	Deadline	Measurement
TRADOC lead with MD support	1 June 2008 (1 year)	Collect data, develop recommendations, and brief Director CMH

Goal 4

Grow and cultivate a diverse, multitalented, and innovative military and civilian Army historian workforce for the twenty-first century

Objective 4-1

Strengthen the relationship of CMH, CSI, and AHEC with academia for historical research and scholarly publication.

Supporting Strategy

Expand educational, extension, and outreach programs linked to major Army History Program organizations.

Actions

Action 4-1-1—Conduct a comprehensive review of the Conference of Army Historians.

Responsible Unit	Deadline	Measurement
Chief Historian lead	1 December 2007 (180 days)	Report to Director CMH

Action 4-1-2—Establish a visiting professor chair of history at CMH.

Responsible Unit	Deadline	Measurement
Assistant Chief of Military History	1 June 2009 (2 years)	Develop plan and brief Director CMH

Action 4-1-3—Establish and fund a visiting research scholar position at CMH.

Responsible Unit	Deadline	Measurement
HD	1 June 2009 (2 years)	Develop plan and brief Director CMH

Action 4-1-4—Establish an intern program for final year Ph.D. candidates at CMH.

Responsible Unit	Deadline	Measurement
HD	1 June 2009 (2 years)	Develop plan and brief Director CMH

Action 4-1-5—Collect and publicize (through in-house communication, Web site, and news releases to appropriate media outlets) the achievements of the Army History Program and the corresponding benefits to the Army.

Responsible Unit	Deadline	Measurement
PD lead	1 December 2007 (180 days)	Develop plan and brief Director CMH

Action 4-1-6—Develop professional development mechanisms for historians, such as writing for external publications and attending training opportunities.

Responsible Unit	Deadline	Measurement
Chief Historian lead	1 March 2007 (270 days)	Report to Director CMH

Action 4-1-7—Review the structure of the Army civilian education system and determine how to use the system to enhance the professional development of History and Museum personnel.

Responsible Unit	Deadline	Measurement
Chief Historian lead	1 June 2008 (1 year)	Report to Director CMH

Action 4-1-8—Transform *Army History* into a professional bulletin of debate and information geared to the interests, work, and concerns of Army historians.

Responsible Unit	Deadline	Measurement
PD	1 December 2007 (180 days)	Publish *Army History* quarterly

Objective 4-2

Establish programs and incentives that make the Army history a sought-after partner by academia.

Supporting Strategy

Establish benchmarks for today's military-civilian historian exchange opportunities and both identify and create opportunities to partner and interact with academia and industry.

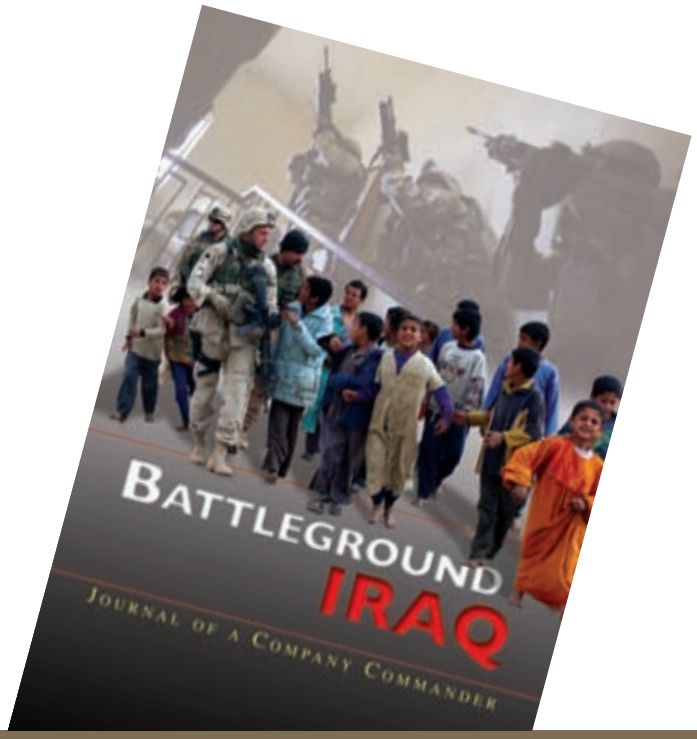
Actions

Action 4-2-1—Increase staff interaction/involvement in local university scholarship and education programs.

Responsible Unit	Deadline	Measurement
HD	1 December 2008 (18 months)	Research, develop concept plan, and brief Director CMH

Action 4-2-2—Investigate and develop opportunities to use staff rides, art, and book publications for corporate outreach programs that enhance training and support to Army programs.

Responsible Unit	Deadline	Measurement
Assistant Chief of Military History	1 June 2008 (1 year)	Coordinate with OGC, USMA, CSI, AHEC, and TJAG; develop concept plan; and brief Director CMH



Goal 5

Implement innovative Army museum programs, ensuring synchronization, full-spectrum support, and the infusion of best practices and technology

Objective 5-1

Build and operate a world-class Museum Support Center (MSC).

Supporting Strategy

Identify, document, and fully resource an MSC that provides Army-wide support and expertise.

Actions

Action 5-1-1—Identify state-of-the-art MSC capability requirements.

Responsible Unit	Deadline	Measurement
MD	1 September 2007 (90 days)	Update current MSC requirements and staff with AHEC and develop concurrence within museum community on roles and missions of MSC

Action 5-1-2—Solidify design-build plans with the Corps of Engineers in FY 2007.

Responsible Unit	Deadline	Measurement
MD	30 September 2007 (120 days)	Review input from field on Action 5-1-1 and update plans with Corps of Engineers

Action 5-1-3—Plan and fund movement of Army art artifacts stored at 14th Street Collections Branch facility to new MSC as construction is completed.

Responsible Unit	Deadline	Measurement
MD	1 June 2010 (3 years)	Develop plan and brief concept to Director CMH

Action 5-1-4—Hire personnel for MSC as construction is completed.

Responsible Unit	Deadline	Measurement
MD	1 June 2010 (3 years)	Develop job descriptions and synchronize with Action 5-1-1, and brief Director CMH

Action 5-1-5—Develop MSC-based training program for museum specialists and curators.

Responsible Unit	Deadline	Measurement
MD	1 June 2009 (2 years)	Develop training plan in conjunction with Actions 5-1-4 and 5-2-5

Objective 5-2

Strengthen and synchronize Army Museum System (AMS) operations.

Supporting Strategy

Conduct extensive Lean Six Sigma reviews of various processes as well as review roles and missions of AMS activities in order to streamline and improve operational efficiency and support to the field while simultaneously meeting external requirements such as BRAC and directed museum management transfers.

Actions

Action 5-2-1—Develop and implement an interim plan to consolidate museums in accordance with BRAC and the Integrated Global Basing and Posture Strategy (IGBPS).

Responsible Unit	Deadline	Measurement
MD	1 October 2007 (120 days)	Develop a written plan and staff with field museum community

Action 5-2-2—Develop and implement a comprehensive CMH management plan for the former U.S. Army Forces Command (FORSCOM) museums.

Responsible Unit	Deadline	Measurement
MD	1 March 2008 (270 days)	Develop a fully coordinated written product (incorporating personnel, funds, and reporting)

Action 5-2-3—Complete a comprehensive study to identify and recommend long-term museum management and resource efficiencies for Army museums.

Responsible Unit	Deadline	Measurement
MD	1 June 2008 (1 year)	Build on Lean Six Sigma and develop a plan to back brief the Vice Chief of Staff of the Army

Action 5-2-4—Revise AR 870-20 to provide updated guidance and direction for the Army's Museum Program.

Responsible Unit	Deadline	Measurement
MD	1 June 2008 (1 year)	Draft, staff, and publish AR revision

Action 5-2-5—Evaluate and recommend ways to improve museum curator and specialist recruitment and training.

Responsible Unit	Deadline	Measurement
TRADOC lead	1 June 2007 (1 year)	White paper with detailed concepts and proposals

Action 5-2-6—Develop and implement World Wide Web access to Army Museums through the CMH Web site and use the Army Historical Catalog and Accountability System (AHCAS).

Responsible Unit	Deadline	Measurement
MD	1 December 2008 (18 months)	Complete cataloging, coordinate, and recommend plan to take from desktop access to an online database

Action 5-2-7—Analyze best public and governmental practices to increase the return on gift shop operations at Army museums.

Responsible Unit	Deadline	Measurement
TRADOC lead	1 June 2008 (1 year)	Conduct study of gift shop operations and recommend courses of action to Director CMH

Action 5-2-8—Explore and analyze the potential for partnerships with the private and public sector with an emphasis in the multimedia arena to increase the marketability of Army museums and Army artifact collections to the public.

Responsible Unit	Deadline	Measurement
TRADOC lead	1 March 2008 (270 days)	Collect data and present recommendations to Director CMH

Objective 5-3

Modernize the Army Museum System (AMS) to meet twenty-first century Army requirements.

Supporting Strategy

Conduct a detailed review of the Army's expected operating environment (future force structure, infrastructure, and budget) and AMS material condition (infrastructure, funding, and holdings) in order to determine priority actions for future strategic investment in conservation, facilities, and holdings.

Actions

Action 5-3-1—Review and validate basic missions of the Army Museum System.

Responsible Unit	Deadline	Measurement
MD	1 December 2007 (180 days)	Build on Lean Six Sigma, develop a white paper, staff with field museum community, and build consensus

Action 5-3-2—Conduct a comprehensive review of the Army's strategic plans to identify requirements for AMS adaptation to meet anticipated changes in Army posture and operations.

Responsible Unit	Deadline	Measurement
MD	1 December 2008 (18 months)	Build on Lean Six Sigma, develop a white paper, staff with field museum community, and build consensus

Action 5-3-3—Extensively review the location, material condition, and cost-benefit performance of AMS museums, museum activities, holdings, and other related programs to identify opportunities for expansion, consolidation, or divestment.

Responsible Unit	Deadline	Measurement
MD	1 June 2009 (2 years)	Develop an execution plan based on Action 5-3-2

Action 5-3-4—Assess out-year Army funding strategy for AMS and synchronize with strategic initiatives developed during this detailed review.

Responsible Unit	Deadline	Measurement
MD	1 June 2009 (2 years)	Develop funding requirements synchronized with Action 5-3-3

Action 5-3-5—Study the implications of the future establishment and integration of the National Museum of the U.S. Army into the AMS.

Responsible Unit	Deadline	Measurement
MD	1 June 2010 (3 years)	White paper to Director CMH

Goal 6

Provide relevant, historical expertise for our Army's leadership and field units on issues of operations and transformation

Objective 6-1

Restructure and enhance the Army's military history detachment (MHD) program.

Supporting Strategy

Examine MHD training and products to identify lessons learned from previous four years of GWOT experience.

Actions

Action 6-1-1—Survey all available MHD commanders who deployed overseas since September 2001 and assess the training they received and actual requirements on the ground.

Responsible Unit	Deadline	Measurement
FP lead	1 April 2008 (10 months)	Develop survey, collect data from former commanders, and develop brief for Director CMH

Action 6-1-2—Conduct an assessment of all materials received from MHDs and determine shortfall for writing Operational History of GWOT.

Responsible Unit	Deadline	Measurement
HD lead with FP Support	1 June 2008 (1 year)	FP downloads data; HD prepares an assessment of quality and a plan for Director CMH

Action 6-1-3—Evaluate program of instruction for MHD training and propose adjustment as required.

Responsible Unit	Deadline	Measurement
U.S. Army Reserve Command (USARC)	1 September 2007 (90 days)	White paper to Director CMH

Action 6-1-4—Develop plan to increase Active Component Military History Force Structure inventory to expand capability and flexibility for active force operations.

Responsible Unit	Deadline	Measurement
FP lead	1 June 2008 (1 year)	White paper to Director CMH

Action 6-1-5—Study the command and control arrangements and roles and missions of organizations involved in MHD training, mobilization, deployment, and daily operations.

Responsible Unit	Deadline	Measurement
FP lead	1 June 2008 (1 year)	White paper to Director CMH

Objective 6-2

Strengthen Army Historical Operations in the field.

Supporting Strategy

Review capabilities of field organizations in order to improve and sustain key capabilities in areas of historical collection and analysis.

Actions

Action 6-2-1—Review and evaluate the effectiveness and frequency of the Army History Program coordination practices in support of field history offices.

Responsible Unit	Deadline	Measurement
FP lead	1 December 2007 (180 days)	White paper to Director CMH

Action 6-2-2—Study establishing a rapid response cell to support the Army in the field, serving as a "hotline" between CMH and deployed military history detachments and teams, historians (civilian and 5X), and other key contacts of deployed units.

Responsible Unit	Deadline	Measurement
HD lead	1 March 2008 (270 days)	Conduct study and prepare decision paper for Director CMH

Action 6-2-3—Investigate the feasibility of a "historian embed" program to key Army headquarters that assures networked and supported historians in deployed units.

Responsible Unit	Deadline	Measurement
FP	1 June 2008 (1 year)	Develop a concept plan and brief Director CMH

Action 6-2-4—Review and upgrade the Army History Certification Program as required.

Responsible Unit	Deadline	Measurement
FP	1 March 2008 (270 days)	Write letter of instruction (LOI)

Action 6-2-5—Review the training, assignment policy, and utilization of 5Xs.

Responsible Unit	Deadline	Measurement
FP	1 June 2008 (1 year)	White paper to Director CMH

Action 6-2-6—Explore use of individual mobilization augmentees (IMAs) throughout the Army History Program.

Responsible Unit	Deadline	Measurement
FP lead	1 June 2008 (1 year)	Develop concept plan and brief Director CMH

Objective 6-3

Strengthen Army historical support to Army senior leaders.

Supporting Strategy

Review current practices and policies with respect to Army historian support of senior leadership to identify opportunities, increase effectiveness, and both anticipate and proactively meet senior leader needs.

Actions

Action 6-3-1—Identify critical senior leader information requirements where historical analysis can be value-added input to the decision-making process. Consider an annual summary, white paper series, and special topics papers and briefings as possible tools to distribute information to senior leaders.

Responsible Unit	Deadline	Measurement
HD	1 October 2007 (120 days)	Collect data, define issues, and brief Director CMH

Action 6-3-2—Evaluate the mechanism for a collection program for HQDA that will focus on the collection of vital decision and planning documents from the Secretary of the Army, Chief of Staff, and the Army G-3.

Responsible Unit	Deadline	Measurement
HD	1 November 2007 (150 days)	Collect data and present assessment to Director CMH

Objective 6-4

Fully integrate the Army Military History International Program within HQDA and across the Army's major academic and writing institutions.

Supporting Strategy

Examine the Army Military History International Program to ensure it optimizes resources and pursues strategic priorities of the Army and its Military History Program.

Actions

Action 6-4-1—Assess the CMH International Program's strategy and activities as they relate to the Army's International Affairs Strategy and Program.

Responsible Unit	Deadline	Measurement
FP	1 March 2008 (270 days)	White paper to Director CMH

Action 6-4-2—Identify the full range of ongoing Army military history activities involving international partners and their support of objectives of the Army History Program.

Responsible Unit	Deadline	Measurement
FP	1 March 2008 (270 days)	White paper to Director CMH