

# HEADQUARTERS GAZETTE

SOCIETY FOR MILITARY HISTORY

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**Summer 2016** 

# From the Archives: AMI's Warfare Museum

By Paul A. Thomsen

In the early twentieth century, the progenitors of the modern Society for Military History (SMH), American Military History Foundation (AMHF) and the American Military Institute (AMI), faced many obstacles to survival as advocates for the study of military history. Growth in size and reach, for example, depended largely on a steady rise in membership, but, for the organization, that also meant overcoming a tiny budget, a resistant academy, disarmament movements, and the persistent problem of reaching members living outside the Washington, D.C. area. In 1939, AMI responded by developing a system of regular discourse for members nationwide.

Throughout the 1930s, venues for military history research and public discussion were severely limited. In short, if you weren't working in Washington, D.C., part of the military's "School System," or lucky enough to attend an institution where someone could (occasionally) teach a military history course, then, most likely, you might as well have been living adrift at sea. After finding some success with scheduled Washington area local lectures, exhibits, and dinner events, the American Military Institute of the late 1930s next broadened their scope to include larger meetings often held jointly with other historical organizations in other cities, including New York, Boston, and Chicago. Yet, the events also held implicit limitations on growth. In the Depression Era, air travel was expensive and rail travel was time-consuming. Likewise, hotels of a capacity to host conferences were also cost-prohibitive for members lacking substantial personal wealth or institutional expense accounts. Conferences were also considered too unwieldy for AMI officers to be able to manage on their own and on the budget provided by their publication's shoe-string profit margin. As a result, more prestige than new members were generated by these initial ventures.

Almost simultaneously, AMI also created a new venue to engage members unable to attend the meetings. In addition to receiving regular issues of *Military Affairs*, AMI members also began receiving a series of mailed "Circular Letters" sent "to all members." They featured lists

of published monographs for sale, blurbs on recent lectures, AMI administrative actions, and essays designed to promote the discipline. Interestingly, one 1940 think piece did, in fact, carry the seeds for the next stage in AMI's membership evolution, a concept AMI's Fred Todd called "Local Conferences." Recently, Todd explained, a series of experimental "bi-weekly gatherings" had been held in Washington for members "to present diversified and timely subjects" for intellectual consideration. They included topics on the "Battle of Cannae," "Our Pacific Policy," and "The Past Decade in America's Munitions." Based on this initial success, AMI recommended other members, likewise,

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take up the cause nationally. The only element considered vital to their planning and execution, Todd said, "is consistent and enthusiastic leadership.... for...what will be called local 'conferences' of the Institute in their own neighborhood. All possible help will be furnished by the society as a whole."

During the Cold War, both the missives and the "Local Conferences" idea fell into disuse for a time, but, during AMI's post-Cold War transition into the Society for Military History, the "Local Conferences" idea found renewed life in a new form, called Regional Coordination. In 1988, AMI officers, determining a consistent and active national presence to be a fundamental cornerstone of the organization, created the present network of Regional Coordinators. With funding and appointed members as geographic leaders, the system would "promote regional, state, and local activities consistent with the Institute's fundamental objectives.... The regional organizations will seek

# CIRCULAR LETTER NO. 3 CHERNAL SERIES THE FORMATION OF LOCAL AND PROFESSIONAL SURDIVISIONS WITHIN THE INSTITUTE For the work of the Institute to be of its greatest interest and value to members and others, the society must do everything within its power to facilitate the free interchange of ideas and information among the number white. This can be accomplished through the Journal only to a limited degree. Other forms of publication have sided in this effort, but the most obvious method is to permit and encourage members to meet among themselvee. In recent years the Institute has held academic sensions in conjunction with the Amorican Historical Association. The meeting this year proved of great interest and was well attended by members and non-members alike. Neverthelese, the scattered condition of our membership will always prevent a really representative attended on the sensions or at any other meetings attempted on a national scale. Local Conferences During the winter of 1959-to, the members living in and near weathington experimented with a series of small biveskly gatherings. At the continuous selection talk continuous description of military history. Effort was made to present diversified and timely subjects, and each talk was followed by a general discussion. The scentions were informal and were conducted in a room of ordinary size at the Setting found for a continuation of these talks this winter.

Society for Military History Records, Morse Dept. of Special Collections, Hale Library, Kansas State University.

The topics discussed at these sessions were: "The Utility of Military History," "Possible Peace Terms upon the Termination of the Present Mar in Europe, "The Svolution of Seall Arms Ammunition," "The Bettle of Commes," "Some Strategical Ampets of Southwestern Russis," "The Siage of Washington: Early's Maryland Compaging of 1954," "Our Pacific Policy," and "The Past Decade in America's Munitions."

Other local groups have not together informally in the past, and it is clear that the time has come to organize such chapters in as many centers as possible. Little preparation is needed for those meetings, at first they can be had in private homes or in the roces of other organizations, at whatever frequency is suggested by experience. There is a wide wantedy of possible activities. Formal lectures on a large coale, informatelks, round-table discussions, debates, moving picture presentations, tri to places of military or historical interest, and graphic exhibite have become provided that the provided the provided that the place of the places of military or historical interest, and graphic exhibite have become provided that the place of the place of

to stimulate locally based military history activities, broaden AMI membership, and generate member participation in other than nationally sponsored events." Initially, their responsibilities were divided between seven North American regions, including Eastern, Mid-Atlantic, Midwestern, Southern, Great Plains, Southwestern, and the Pacific states. Over time, the Society for Military History's Regional Coordinator System grew to include sponsoring local lectures and joint-ventures with smaller military history groups, and rewarding new scholarship and outreach, which has introduced students and the general public to military history, the act of public speaking, and the tenets of scholarly discipline. As a result, the Regional Coordinators at the end of the twentieth century had become instrumental in actualizing the AMI original "Local Conferences" idea, spreading the concentrated collective experience of the now four-day Annual Conference environment throughout the year to a wider national audience.

#### HEADOUARTERS GAZETTE

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Send all change-of-address and membership inquires to the journal editor:  $Editor \label{eq:editor}$ 

The Journal of Military History Virginia Military History Lexington, VA 24450 In the twenty-first century, the role of SMH Regional Coordinators has continued to grow with the breadth of the organization's membership. The system now encompasses North America, Africa, Asia, Europe, the Middle East, and the Southern Hemisphere. The SMH Records, preserved at KSU Hale Library's Department of Special Collection, holds copies of many AMI "Circular Letters". Information on different aspects of the Regional Coordinator System can be found throughout the collection and within the donated papers of members involved in Regional Coordination activities, including Joseph Fitzharris, Bill Allison, and Samuel Watson.

## NOTES...from your President

I have long held the view that the two jewels in the crown of the Society are the *Journal of Military History* and the annual meeting. The journal goes from strength to strength and I believe that its extensive reviews section now offers one of the best guides to recent literature in our field available anywhere. The annual meeting is a different kind of special. Many members attend from a considerable distance, often paying some or indeed all of their costs in order to do so. It is a warm and positive environment with a welcoming atmosphere.

In nearly a quarter century of attending the annual meeting I don't think I have experienced a gathering quite like that in Ottawa this past April. A little over 700 in attendance makes it easily one of the biggest meetings ever, but that isn't why it was such an amazing few days – though seeing so many members enjoying sessions, social events, networking opportunities and the many delights of the surrounding city certainly didn't hurt. The organising committee drawn from the staff of our hosts, the Canadian War Museum and the Canadian Museum of History, did a magnificent job at every level and deserve our warmest congratulations and thanks. From the opening reception to the closing panels it was a smoothly run and thoroughly enjoyable experience. None of it would have happened without an enormous amount of very hard work behind the scenes.

The uncertainty concerning venue cities and hosts for the meetings in 2018 and 2019 has now been resolved and we therefore have clarity around the next four years, as Bob Berlin explains in his column in this issue. I want to thank those concerned at the University of Louisville and at Ohio State University who stepped up over the last couple of months and put together proposals for these annual meetings. This means that we will be hosted by a university three years in a row and I would use this opportunity to encourage people who might be thinking about doing so to talk to me, the executive director, Bob Berlin or the President-elect, Jennifer Keene, about your ideas – we are always willing to help develop a proposal and the Society now has a number of established procedures designed to make the logistic arrangements around a meeting more straight-forward and less onerous for the organising committee.

Looking ahead to 2017, the call for papers is out and the program committee is poised to get to work. Kurt Piehler and his team have been busy for months bedding down arrangements and it promises to be another excellent annual meeting. My term as President will enter its dying days at that time, but of far greater significance is that our long-standing executive director, Bob Berlin, will also be standing down at the end of that meeting. I have appointed the search committee to find his successor, and will have something more to say about that towards the end of this year, I hope.

Until then, and wherever it takes you and whatever it brings you, enjoy the summer break.

(Dr) Jeffrey Grey Professor of History President, Society for Military History

#### **NOTES...from the Executive Director**

Robert H. Berlin

By all measures the Society's 83rd annual meeting April 14-17, 2016 in Ottawa, Ontario, Canada hosted by the Canadian War Museum and the Canadian Museum of History was a tremendous success with over 700 registered. Readers may be interested in how we came to meet in Ottawa and the great efforts that went into orchestrating this complex event. In 2010 Dean Oliver, the Director of Research and Exhibitions at the Canadian War Museum (CWM) and now Director, Research at the Canadian Museum of History, contacted me about the Canadian War Museum's interest in hosting an SMH annual meeting. I advised him that 2016 was our first available date and Dean presented a written and oral expression of interest for an Ottawa meeting at the Society's 2011 meeting in Lisle, Illinois hosted by the First Infantry Division Museum. A

formal meeting proposal followed in January 2012 and was voted on and approved by the Society Council which welcomed our third Canadian meeting and one hosted by museums of great interest to members. The proposal was prompted by the CWM wanting to be directly involved with a relevant academic society and part of the CWM long term strategy.

As it happened I was lecturing on a cruise ending in Montreal in October 2011 and thanks to Ottawa Tourism was able to conduct a site visit to Ottawa where they arranged for my tour of hotels, museums and sites. It was an easy decision to approve the recommendation of the CWM Breton Gallery as opening reception site and the Museum of History 'totem pole' room for the banquet. The Ottawa Marriott, owing to its facilities, location and hospitality impressed me; the Summit circular room at the top of the hotel appeared a fine location, as it proved, for our breakfast buffet and a reception. Fortunately, the Marriott provided the best room rate and other concessions and I negotiated our contract signed in early 2012 and worked with the Museums for our formal written agreement. Four years of extensive planning followed with the superb efforts of Francine Lapointe, Supervisor Special Events and Partnerships for the CWM and Canadian Museum of History, and Andrew Burtch, historian CWM, whom Jeff Grey chose to head the program committee that excelled in creating a diverse program with excellent sessions, well attended even on Sunday! The meeting theme "Crossing Borders, Crossing Boundaries" was inspired and I heard many panels directly related to the theme. I note that Francine and Andrew attended our previous meetings in Kansas City and Montgomery and were assisted by our Air Command and Staff College and Air War College organizers. The Museums secured the partnership of the Embassy of the United States and Esprit de Corps, the Canadian Military Magazine and the sponsorship of the Friends of the Canadian War Museum, Know History and the Australian High Commission. Volunteer cadets from the Royal Military College of Canada were outstanding guides. Tremendous effort led to a highly successful meeting.

Now it is on to Jacksonville, Florida for the Society's 84th Annual Meeting March 30-April 2, 2017 hosted by Florida State University and meeting coordinator Kurt Piehler, who coordinated our 2003 meeting in Knoxville, Tennessee. Kurt is Associate Professor of History & Director, Institute on World War II and the Human Experience at Florida State University. The meeting will be at the recently renovated Hyatt Regency Jacksonville, Florida Riverside hotel. Room rates will be \$139 single occupancy and \$149 double occupancy plus tax. River view rooms may be more. Rate includes complimentary continental breakfast. The hotel reservation link is active and is posted on the SMH website under conferences. The meeting theme is "Global War: Historical Perspectives." The Call for Papers is on the SMH website and published in *JMH* and is in the meeting Guidebook app. The meeting will include the first SMH poster session to allow military historians (especially doctoral students) to share their research through visual materials. Proposals for single, individual presentations may be submitted as posters.

The Society approved a proposal from The University of Louisville to host the Society's 85th annual meeting April 5-8, 2018 at a downtown hotel in Louisville, Kentucky. Meeting coordinator will be Associate Professor of History & Director of Graduate Studies, Daniel Krebs.

The Society Voting Officers and Trustees have approved a proposal from the history department of The Ohio State University to host the Society's 86th annual meeting May 9-12, 2019 at a downtown Columbus, Ohio hotel. Meeting coordinator is SMH Trustee and General Raymond E. Mason Jr. Chair of Military History, Peter R. Mansoor. I will visit Columbus in July to conduct a site visit hosted by the Columbus Convention and Visitor's Bureau "Experience Columbus".

The Society's 87th annual meeting hosted by The Army Historical Foundation will be in Arlington, Virginia April 30-May 3, 2020; tentatively scheduled for the Marriott Crystal Gateway Hotel. Meeting Coordinator is Army Historical Foundation Historian Matthew Seelinger.

I am pleased to report there were 255 downloads of our Guidebook smart phone/tablet app for the Ottawa 2016 meeting and we will have Guidebook produce a similar app for SMH 2017 in Jacksonville. We will continue to have an eye appealing printed program for the foreseeable future!

Along with our delegate, Gregory J.W. Urwin, I attended the American Council of Learned Societies Annual Meeting May 5-7, 2016 in Arlington, Virginia. We heard reports and talks related to the humanities from ACLS fellows, delegates, ACLS staff, Directors of the National Endowment for the Humanities and the Ford Foundation. I attended a session on "Creative Approaches to Annual Meetings" where several new meeting approaches were presented. These

included: "Flipping the Conference" or "Flip Panels" by having focus on discussion and Q&A not on reading papers which if used are published in advance; making conferences more interactive by using twitter and other social media; conducting seminars; poster sessions,; workshops (making sure they are not panels in disguise); scheduled subject specific chat rooms; TED talks (seven minutes no notes); "Slam Sessions" where attendees of these "open mic" sessions share five-minute snippets of new work with the audience and then invite audience members to do the same. Book talks featuring Q&A with an author. For many ACLS member societies the three-paper model session is changing.

I will conclude my service as Executive Director that began in April 2000 on April 30, 2017. A search committee for a new Executive Director will be appointed by the President and chaired by the Vice President and include a trustee and former president as members.

#### Remembering Roy K. Flint

By Robert Doughty

Brigadier General Roy K. Flint, former President of the Society for Military History and recipient of the Victor Gondos Award, died peacefully at his home in Valle Crucis, North Carolina, in February 2016.

Shortly after graduating from the University of Michigan in June 1950, General Flint enlisted in the U.S. Army. He subsequently graduated from the Infantry Officer Candidate School and then served as a tactical officer in that school. Next he was assigned to Korea where the served in the 2nd Infantry Division and commanded a rifle company. Over the next half-dozen years assignments as an assistant professor of military science and as a student in the Infantry Officers' Advanced Course provided him the opportunity to complete a master's degree in history at the University of Alabama. After a variety of assignments in the 82nd Airborne Division, the U.S. Army Command and General Staff College, and the British Staff College, he became commander of the 3rd Battalion, 22nd Infantry, 25th Infantry Division in Viet Nam, and served as its commander during the Tet Offensive and subsequent campaigns. He was very proud of his service in that battalion, and he maintained life-long friendships with his company commanders, several of whom served as pall bearers at his funeral.

In June 1968, General Flint reported to West Point as an instructor in the Department of Military Art and Engineering. His strong performance in what later became the Department of History resulted in his being chosen as a Permanent Associate Professor and in his having the opportunity to complete his Ph.D. in history at Duke University. From 1972-1981 he served as the head of the Military History division and then as Deputy Head of the Department. In September 1981 General Flint became the Professor and Head of the Department. His success in keeping the Department productive and harmonious, as well as his demonstrated ability to lead at West Point and elsewhere, resulted in his appointment as Dean of the Academic Board in August 1981. He was the eighth officer to have this formal responsibility and the first one not to be a West Point graduate.

General Flint served as Dean during a time of significant change at West Point. Never one to confuse change with progress, he kept a sharp focus on an enhanced educational experience for cadets and encouraged the academic departments to increase opportunities for study in depth. He led the Military Academy through the transition from fields of study (with limited opportunities to concentrate courses) to full majors and through accreditation of its engineering programs by the American Board for Engineering and Technology. He also introduced a fifty million dollar Academic Facilities Modernization Plan that included the requisite laboratory, computer, and engineering facilities and equipment necessary for a high-quality math-science-technology program. Another noteworthy achievement was providing computers to every new

plebe, beginning with those who entered the classroom in August 1986. With his strong support, the Academy pursued a comprehensive review of all its programs and launched initiatives that placed even greater emphasis on academic excellence and the progressive development of cadets as leaders of character.

General Flint brought the same level of excellence, vision, and energy to the Society for Military History. He served as a Trustee from 1985 through 1993 and as Vice President from 1991 through 1994, when he became President. He also served on the Long Range Planning Committee. As President of SMH, he worked to create a healthier relationship between SMH and the American Military Institute, the Council on America's Military Past (CAMP) and several other affiliates; he increased visibility and funding for regional coordinators in 1991 and 1992; and with strong support from a sustained growth in membership he left the organization very healthy financially. General Flint sometimes used his position as President of the Society for Military History to advocate for a vigorous historical community. In January 1995, as President for the Society for Military History, he wrote The Honorable William Rehnquist, who was Chancellor and head of the Board of Regents of the Smithsonian Institution, and urged him not to cancel the exhibit of the "Enola Gay." The exhibit had drawn severe criticism, and he urged the Smithsonian to "stand against the politicizing of scholarship in public discourse" and "resist efforts to impose conformity in the rendering of history." In May 1995 Roy received the Victor Gondos Award for his distinguished service to the Society for Military History.

After General Flint's retirement from military service in June 1990, he and his wife Joy moved to Valle Crucis, North Carolina. He taught history at Lees McRae College and continued to write historical pieces and give presentations, especially on the Korean War. He was an active member of Holy Cross Episcopal Church and a good neighbor in the local community. Those who got to know him in North Carolina, as well as those of us who knew him during his military service, will long remember his gracious manner, his constant smile, and his great patience. He will be missed not only by his family but also by those of us who served with him around the world. He served his local community, the Department of History, the Military Academy, and the nation with distinction.

# **ITEMS OF INTEREST**

#### The 2016 Spurgeon Neel Award

The Army Medical Department Museum Foundation is pleased to announce the 2016 Spurgeon Neel Annual Award competition for a paper of 5,000 words or less that best exemplifies the history, legacy, and traditions of the Army Medical Department.

Named in honor of Major General (Retired) Spurgeon H. Neel, first Commanding General of Health Services Command (now U.S. Army Medical Command), the award competition is open to all federal employees, military and civilian, as well as nongovernmental civilian authors. More information about MG (Ret) Neel can be found at http://en.wikipedia.org/wiki/Spurgeon\_Neel.

The AMEDD Museum Foundation will present a special medallion award and a \$500 monetary prize to the winner at a Foundation-sponsored event early in 2017. The winning submission will be published in the *AMEDD Journal* during 2017.

All manuscripts must be submitted to the AMEDD Museum Foundation by September 30, 2016. At the time of submission, a manuscript must be original work and not pending publication in any other periodical. It must conform to the Writing and Submission Guidance of the *AMEDD Journal*, and must relate to the history, legacy, and/or traditions of the Army

Medical Department. Manuscripts will be reviewed and evaluated by a six-member board with representatives from the AMEDD Museum Foundation, the AMEDD Center of History and Heritage, and the *AMEDD Journal*. The winning manuscript will be selected and announced in December 2016.

Submit manuscripts to amedd.foundation@att.net. Additional details concerning the Spurgeon Neel Annual Award may be obtained by contacting Mrs. Sue McMasters at the AMEDD Museum Foundation, 210-226-0265.

#### Kudos!

The University of North Carolina-Chapel Hill has awarded SMH member Wayne Lee the Dowd Distinguished Professorship of War and Peace. The previous chairholder was the late Don Higginbotham, the great historian of the American Revolution. Congratulations, Wayne!

Jim Willbanks will be leaving the Command and General Staff College Department of Military History after 11 years to assume the duties full-time as the General of the Army George C. Marshall Chair of Military History. In addition to research and writing, Dr. Willbanks will conduct activities including advising the Deputy Commandant on matters of military history, teaching electives, participating in the CGSS and SAMS MMAS and monograph programs, representing CGSC at conferences, sitting on writing awards boards, participating in military and civilian military history forums and conducting other similar activities.

The Society for Military History-Joint Advanced Warfighting School Writing Award goes to the JAWS student whose war college thesis makes significant use of or contribution to the study of military history. This year's award winner is Army Lieutenant Colonel Jay Haley. Presenting the award is SMH member Professor Bryon Greenwald.



#### **Call for Papers**

#### Society for Military History at the 2017 Missouri Valley History Conference

The 60th Annual Missouri Valley History Conference will be held March 2-4, 2017 in Omaha, Nebraska. The theme for 2017 is "Remembering and Being Remembered: Monuments, Memorials, and Legacies." The Society for Military History sponsors a full slate of sessions at the MVHC. SMH panels can be related to the theme, but proposals for all types of military history papers are accepted. Individual proposals are welcome and session proposals are encouraged. For individuals, send a c.v. and short one-page proposal. For sessions, send one-page session proposal, short one-page proposal for each paper, and short c.v.'s for all participants. Deadline for proposals is November 1st, 2016. Send proposals, c.v.'s and inquiries to George Eaton at smhatmvhc@gmail.com or George Eaton, 2707 E 28th Ct Davenport, IA 52803. If you would like to volunteer to chair a panel or comment, please contact George.

For non SMH sponsored panels, please contact the 2016 Program Chair Dr. Martina Saltamacchia, Department of History, University of Nebraska at Omaha, 6001 Dodge Street, Omaha, NE 68182-0213 or mvhc.coordinator@gmail.com. The website for the conference is at http://www.unomaha.edu/mvhc/index.php.

The Society for Military History and the First Division Museum Cantigny sponsors the Kevin J. Carroll award for the best graduate student paper in Military History at MVHC. This prize is valued at \$800 dollars. In addition to the graduate student prize, the Society for Military History and the First Division Museum Cantigny sponsor the Colonel Robert R. McCormick Prize for the Best Undergraduate Paper in Military History at MVHC, valued at \$400. For information on competing for these prizes please send inquiries to George Eaton.

In addition to the panels the SMH will again be sponsoring a social "huddle" for Society for Military History participants on Thursday evening, 2 March.

# Call for Papers and Contributors Military History: Soldiers and Historians. A Conference and Volume in Honor of John F. Guilmartin Friday, September 23rd, 2016

#### The Mershon Center for International Security Studies, The Ohio State University

On March 10, 2016, Dr. Joe Guilmartin passed away after a brief illness. Joe had been a generous mentor, colleague, friend, and role model to so many of us throughout his illustrious military historical career. We feel his loss, but remember and celebrate his life and work. The Mershon Center at The Ohio State University, where Joe was a professor for 29 years, is bringing a number of his students and colleagues together for a conference in his honor on September 24, 2016. The theme of this conference is "Technology, Violence, and Warfare."

It is proposed that a second day, Friday, September 23, 2016, be added to that conference, with the theme, "Military History: Soldiers and Historians," and that participation be extended to those influenced by Joe throughout academia. "Military History" will be defined in the broadest of terms, and soldiers will be inclusive of all soldiers, sailors, marines, airmen (of course), engineers, logistical and support staff, and even generals. There will be no registration cost, but participants will be responsible for their own transportation, housing, and food. Attendance at the conference will be open to all interested in sharing our celebration of Joe's life and career.

A volume in honor of Joe – fortuitously misspelled in earlier communication between myself and others as a Dankschrift, a term we now appropriate – will be generated from this conference. As it is projected that more chapters will be needed for this volume, this announcement also serves as a Call for Papers for the Dankschrift. All articles will be peer- reviewed by editor(s) and, if needed, other scholars. Participants at the conference will be given preference for inclusion in the volume, but participation will not be mandatory.

To be considered for participation in this conference and inclusion in this volume honoring our friend and colleague Joe Guilmartin, please send a short abstract and c.v., also indicating whether you plan to be at the conference, at the conference dependent on participation, or not at the conference, to:

Dr. Kelly DeVries kdevries@loyola.edu 1170 Crab Walk, Charleston SC 29412

Abstract deadline will be July 25, with participants in conference and Dankschrift notified by August 5. Finished articles are expected by January 1, 2017.

#### 2015 Valedictory Address

Gregory J. W. Urwin's 2015 Valedictory Address as President of the Society for Military History has been posted on the SMH web site. The address can be found at http://www.smh-hq. org/presidentialaddresses.html.

#### Hattendorf Prize to be Awarded to German Historian

Werner Rahn, retired captain in the Germany navy, leading German naval historian and former director of the German Armed Forces Military History Research Office, has been named 2016 recipient of the U.S. Naval War College's (NWC) "Hattendorf Prize," an international award that aims to recognize original research contributions in the field of maritime history.

In a letter of congratulations, NWC President Rear Adm. P. Gardner Howe III invited Rahn, who was selected to receive the award for his series of original achievements in maritime scholarship, to visit the college later this year to be recognized.

"This prize honors original research in maritime history, one of the basic functions for which the Naval War College was established in 1884," said John B. Hattendorf, the award's namesake and Ernest J. King professor of maritime history at NWC. The award was established in 2011 as recognition of Hattendorf's legacy of scholarship and decades of service at

NWC. The two previous recipients have been N.A.M. Rodger, University of Oxford, Great Britain, and professor Paul M. Kennedy, Yale University, New Haven, Conn. Nominees are selected from among distinguished academics for the quality and depth of their original scholarship.

Among Rahn's critically acclaimed works is the 68-volume, annotated facsimile edition of the *War Diary of the Germany Naval Staff, 1939-45* (published in German, 1988-1997). This work has been called the single most important document for understanding the decisions of the German Naval High Command during World War II.

In addition, Rahn contributed the major naval sections to the monumental, multi-volume series produced by the German Armed Forces Military History Research Office and published in both English and German, *Germany and the Second World War*.

The award is made possible with the support of the Naval War College Foundation and is intended to honor and to express appreciation for distinguished academic research, insight and writing that contribute to a deeper historical understanding of the broad context and interrelationships involved in the roles, contributions, limitations, and uses of the sea services in the field of maritime history.

#### **Taps**

We regret to inform the SMH membership of the passing of longtime member Bob Philips. His long and distinguished career included military service in World War II and Korea, and civil service positions with the Office of the Chief of Military History, the Joint Chiefs of Staff Historical Division, the US Army Ordnance Department History Office, the Air Force Office of Aerospace Research, Chief Historian at HQ Seventeenth Air Force, and Senior Historian and Deputy Chief Historian at HQ Air Force Systems Command.

# Report on the 2016 Annual Meeting of the American Council of Learned Societies, May 5-7, 2016, Arlington, Virginia

by Gregory J. W. Urwin
ACLS Delegate, Society for Military History

The American Council of Learned Societies (ACLS) is a private, nonprofit federation of seventy-three national scholarly organizations dedicated to the humanities and related social sciences. The ACLS concentrates primarily on advancing scholarship by awarding fellowships and strengthening relations among learned societies. It also supports scholarly conferences, reference works, and innovations in scholarly communication. The Society for Military History became the seventieth ACLS member on May 7, 2010. That affiliation raised the SMH's standing in the American humanities community and also given it direct access to considerable information to help improve its interior management.

As the SMH's delegate to the ACLS, I attended the Council's 2016 Annual Meeting at the Renaissance Arlington Capital View Hotel in Arlington, Virginia, from May 5 to 7. I joined sixty-seven other delegates from ACLS constituent societies, forty-six of those societies' chief administrative officers or executive directors (including our own Robert H. Berlin), eleven of their presidents, eleven ACLS staff, two recent winners of ACLS fellowships, and dozens of other participants. Because the ACLS is well endowed, it covers the travel, meal, and lodging expenses of all attending delegates.

Due to the continuing funding crunch confronting American higher education, the academic disciplines comprising the humanities feel intensely beleaguered. In response to that

## **SNAPSHOTS FROM THE**



Steve Quick, Bob Berlin, Jeff Grey, Tim Cook, Francine Lapointe and Andrew Burtch. Photo Credit: Tom Morgan.



Conrad Crane, winner of this year's Samuel Eliot Morison Award. Photo Credit: Tom Morgan.



Jordan Hayworth, winner of this year's Coffman Award. Photo Credit: Tom Morgan.



Vanya Eftimova Bellinger accepts her Moncado Prize. Photo Credit: Tom Morgan.

# 2016 ANNUAL MEETING



SMH 2017 meeting organizer Kurt Piehler tells banquet attendees what to expect at next year's meeting. Photo Credit: Tom Morgan.

Paul Robinson accepts his Distinguished Book Award. Photo Credit: Tom Morgan.





Kenneth Swope accepts his Moncado Prize. Photo Credit: Tom Morgan. situation, the ACLS continues to emphasize the need to demonstrate the value of the humanities to the public.

In keeping with this practical approach, the annual meeting's first session on Thursday evening, May 5, focused on "Extending the Reach of the Humanities PhD." The panel consisted of Adela de la Torre, Communications Director, National Immigration Law Center; Rosemary G. Feal, Executive Director, Modern Language Association; James Grossman, Executive Director, American Historical Association; Sara Guyer, Director, Center for the Humanities, and Professor of English, University of Wisconsin-Madison. Steven C. Wheatley, ACLS Vice President, acted as the panel moderator.

This panel offered the optimistic assertion that 100 percent of those who earn PhDs in humanities disciplines can secure satisfactory employment, but not necessarily tenure-track jobs in colleges and universities. As AHA Executive Director Jim Grossman put it, American society is not experiencing the over-production of PhDs in history, but their under-utilization. Many people with terminal degrees in humanities disciplines are working outside of academe. The same skills that would make them able professors enable them to pursue a wide variety of meaningful careers. Such people should not be viewed as academic failures, but as pioneers in other fields.

The panelists advised faculty at research universities to be open to this kind of job diversity and not treat the PhD as a vocational degree. In other words, a doctorate should open doors to careers beyond the ivory tower, not close them. The panelists referenced several programs that are designed to train Humanities PhDs to work outside of higher education. These included:

Mellon/ACLS Public Fellows Program: <a href="https://www.acls.org/programs/publicfellows/">www.acls.org/programs/publicfellows/</a>

MLA's Connected Academics: Preparing Doctoral Students of Language and Literature for a Variety of Careers: <a href="https://connect.commons.mla.org/">https://connect.commons.mla.org/</a>

AHA'a Career Diversity for Historians: <a href="https://www.historians.org/jobs-and-professional-development/career-diversity-for-historians">https://www.historians.org/jobs-and-professional-development/career-diversity-for-historians</a>

Public Humanities, Center for the Humanities, University of Wisconsin-Madison: <a href="http://humanities.wisc.edu/public-humanities">http://humanities</a>. Wisconsin-Madison: <a href="http://humanities.wisc.edu/public-humanities">http://humanities</a>.

During the subsequent question-and-answer period, I pointed out that military historians have been putting their educations to use outside of the academy for generations. I spoke about those SMH members who labor in the "Military-Educational Complex," teaching at undergraduate and graduate Professional Military Education (PME) institutions, writing official histories, and aiding in the crafting of strategy and doctrine. Drawing on personal experience, I explained how Temple University's proximity to West Point, the Army War College, and Washington, D.C., put it at the center of this interesting synergy.

These public military historians remain professionally engaged, attending conferences, delivering papers, and pursuing their own research on top of the work that Uncle Sam pays them to perform from 9 to 5. They also prove to be fiercely loyal alumni. The Temple PhDs employed by the armed forces (better known as the "Temple mafia") serve our current graduate students as mentors and references, recruiting some of them for government service. One of these alumni is even working to get his agency to establish a postdoctoral fellowship in Temple's history department.

These remarks were well received. Several ACLS delegates present shared them via Twitter. Others engaged me later on how their disciplines could emulate military history's example.

The greater part of the conference occurred on Friday, May 6. For the delegates, the day's business began at 9:00 A.M. with a report from ACLS President Pauline Yu. Yu admitted that the humanities and higher education are challenged by the current political, economic, and social climate in the United States. A velvet-rope economy threatens to turn higher education into a velvet-rope operation. Nevertheless, Yu asserted, the humanities should not be withheld

from the bulk of the population. These disciplines must strive to assure their availability in an age of stratification. Yu also insisted that the humanities are essential to a holistic education. While the promotion of peer-reviewed core scholarship will remain the ACLS's top priority, Yu stressed the importance of applying the humanities as widely as possible throughout American life.

Following Yu's report, representatives from five member societies presented microreports lasting no more than three minutes apiece. This new feature in the meeting schedule is intended to publicize the nature of the organizations that compose the ACLS and the wide range of issues that they confront. This year, reports came from the American Anthropological Association, American Antiquarian Society, Association for Jewish Studies, Modern Language Association, and Society for Classical Studies.

Adam Blistein, the Executive Director of the Society for Classical Studies, addressed the matter of succession planning, describing preparations to replace him in the face of his imminent retirement. Blistein gave his colleagues four years' notice, which permitted them to engage a search firm to identify suitable candidates and organize search committees to carefully review applications. Blistein insisted that it is important that an organization enters the search process with a clear idea of the kind of person it wants to manage its day-to-day affairs – especially if it desires something different from its current executive director. Thanks to advance planning and timely action, Blistein's replacement will be able to work with him for two months before his retirement. With Robert H. Berlin due to retire at the 2017 SMH Annual Meeting, Blistein's remarks are particularly pertinent to our society.

At 9:45 A.M., the assembled delegates, acting as the ACLS Council, addressed several business items. The council approved the election of new members to the ACLS Board of Directors. After hearing reports from the chair of the ACLS Executive Committee and the Conference of Administrative Officers, the council voted unanimously to admit the Society for the History of Authorship, Reading and Publishing to constituent membership. The council also approved a motion to change the name of the Conference of Administrative Officers to the Conference of Executive Officers. Matthew Goldfelder, Director of Fellowship Programs, informed the delegates that the ACLS awarded \$18.1 million during the 2015-16 season to more than 300 fellows and grantees selected by nearly 600 peer reviewers. (For more on the full range of ACLS fellowships and grants, see: https://www.acls.org/programs/overview/.) Following a report from Treasurer Nancy J. Vickers, the council approved the proposed ACLS budget for fiscal year 2016-17.

A session titled "Emerging Themes and Methods of Humanities Research" showcased the work of three ACLS fellows between 10:45 A.M. and 12:00 P.M. Michael Penn, the 2011 Frederick Burkhardt Residential Fellow for Recently Tenured Scholars and the William R. Kenan, Jr., Professor of Religion at Mount Holyoke College, offered a presentation of particular interest to military historians. Penn studied the Syriac Christians, the first Christians to encounter the expansion of Islam. Far from documenting the proverbial "clash of cultures," Syriac Christian records sketch a much more complicated picture of interactions between the two faiths. Some Syriac texts are hostile to Muslims, but others are friendly. Indeed, Syriac Christians were integrated into the governing structure of the early caliphate, and some rose to positions of power. Penn argues that there was no monolithic Christian response to early Islam and that the new faith possessed an amorphous nature.

The head of the National Endowment for the Humanities (NEH) has spoken at the annual ACLS meeting for many decades, and William "Bro" Adams, the tenth chair in the foundation's history, observed that tradition by addressing this year's meeting during Saturday's lunch. In the course of Adams' remarks, he referenced the NEH's new initiatives to support research in military history and veterans' experiences in war and peace (see http://www.neh.gov/news/press-release/2014-04-02). He also declared that the NEH, while still committed to funding scholarly work, needs to interact more directly with the public through a new wave of programs that impact on local communities.

After Adams finished speaking, I bumped into one of his aides, Brett Bobley, Chief Information Officer of the National Endowment for the Humanities and also the NEH's Director of the Office of Digital Humanities. Bobley was the official who enlisted the SMH's support for the NEH Workshop on Digital Methods for Military History, which was held at

Northeastern University in Boston, Massachusetts, on October 10-11, 2014. Bobley told me that the NEH is open to planning another such workshop. He also mentioned that Bro Adams wants to attend and address an upcoming SMH annual meeting. Adams had hoped to join us in Ottawa in April 2016, but a scheduling conflict prevented that. The fact that the NEH chairman views the Society for Military History as an important component of the humanities community is no small breakthrough.

Friday's first afternoon session involved a conversation with Darren Walker, President of the Ford Foundation. Walker stated that he is concentrating the foundation's funding on projects designed to advance the struggle against inequality. Walker faults American colleges and universities for not joining in this effort due to their presidents' fear of alienating the wealthy businessmen who dominate their boards of trustees and to whom higher education is beholden for donations. The deepening importance of private philanthropy is causing higher education to practice increasing self-censorship.

At 3:00 P.M., delegates had to choose to attend one of six breakout sections. These dealt with "Constructive Approaches to Adjunct Faculty," "PhD Career Diversification," "Creative Approaches to Annual Meetings," "Inequality and Diversity in the Humanities," "Democratic Engagement in Teaching and Learning," and "Advocating for the Humanities: A New Toolkit for Scholarly Societies." I chose to attend the last named of these sections, which was presented by Stephen Kidd, Executive Director of the National Humanities Alliance (NHA), and his Assistant Director, Beatrice Gurwitz.

Kidd and Gurwitz described the template for a page that the NHA hoped that allied societies would add to advocacy sections of their web sites. This page would permit the NHA to better mobilize support for various Humanities causes and inundate congressmen and other officials with letters. Links would bring up issue briefs to justify various NHA stands. The page would also explain why a learned society should belong to the NHA and the benefits to be derived from that relationship. Each society could customize this page to suit its own needs, adding those action items that promote its interests and rejecting others. Kidd and Gurwitz also advocated that society pages incorporate a mechanism that would permit their members to register directly with the NHA so they could receive action alerts without delay. This feature could also be optional, depending on the preferences of a society's board of trustees.

At 6:00 P.M., Cynthia Enloe, Department of International Development, Community, and Environment at Clark University, delivered the annual Charles Homer Haskins Prize Lecture. On Saturday morning, May 7, the Conference of Executive Officers held their annual meeting, followed by an optional discussion section.

This is the third ACLS annual meeting that I have attended, and it reinforces my belief that it is vitally important for the SMH to send a delegate to these gatherings. ACLS delegates no longer view our society as a quaint novelty, but as an established member of the American intellectual establishment. Each meeting offers insights into the state of the humanities, new research trends, and other developments that will affect the American mind for decades to come. This is also a chance for the SMH to interact with the movers and shakers on the humanities scene, and to enable other learned societies to profit from our successes. I have no hesitation in saying that attending the ACLS annual meeting is time well spent.

# Awards Announced for Excellence in U.S. Army History Writing

At its Nineteenth Annual Members' Meeting, held 16 June 2016 at the Association of the United States Army Building in Arlington, Virginia, the Army Historical Foundation recognized six books and three articles as outstanding achievements in writing on U.S. Army history. General Gordon R. Sullivan, USA-Ret., announced the winners of the 2015 AHF Distinguished Writing Awards.

The winners:

#### **Book Awards**

**Biography:** Jacob L. Devers: A General's Life, by James Scott Wheeler (Lexington: University Press of Kentucky)

**Operational/Battle History:** *Thunder and Flames: Americans in the Crucible of Combat, 1917-1918,* by Edward G. Lengel (Lawrence: University Press of Kansas)

**Institutional/Functional History:** Forging the Shield: The U.S. Army in Europe, 1951-1962, by Donald A. Carter (Washington, DC: U.S. Army Center of Military History)

**Journals, Memoirs, and Letters:** *The Best Writings of Ulysses S. Grant,* edited by John F. Marszalek (Carbondale: Southern Illinois University Press)

**Unit History:** Relentless Strike: The Secret History of Joint Special Operations Command, by Sean Naylor (New York: St. Martin's Press)

**Reference:** Understanding U.S. Military Conflicts through Primary Sources, edited by Roberta Wiener and James R. Arnold (Santa Barbara, CA: ABC-CLIO

#### **Article Awards**

**Army Professional Journals:** "Joint Planning for Global Warfare and the Development of the RAINBOW Plans in the United States, 1938-1941," by Mark E. Grotelueschen (*Army History*, Fall 2015)

**Academic Journals:** "Opportunity Lost: Combined Operations and the Development of Union Military Strategy, April 1861-April 1862," by Daniel T. Canfield (*Journal of Military History:* July 2015)

**Journals and Magazines:** "Death in the West," by Robert M. Citino (*World War II*: May/June 2015)

The book award winners received a plaque honoring the book and a \$1,000 cash prize. The article award winners also received a plaque and a \$250 cash prize.

In addition to announcing the Distinguished Writing Awards, the Army Historical Foundation also recognized editors Chris Mackowski and Kristopher White and publisher Savas Beatie, LLC, with the Lieutenant General Richard G. Trefry Award for their contributions to the literature on the history of the U.S. Army. This award is for their work on the Emerging Civil Series, an invaluable collection of Civil War battlefield guides.

The AHF Distinguished Writing Awards program was established in 1997 to recognize authors who make a significant contribution to the literature on U.S. Army history. Each year nominations are submitted to the Awards Committee by publishers and journal editors. A small group of finalists are selected and a final judging is made. The winners are announced at the annual AHF Members' Meeting.

For more information on the Foundation and its activities, please visit the AHF website at www.armyhistory.org.

# Pritzker Military Museum & Library Announces 2016 Literature Award Recipient

Award winning historian, author and military strategist Hew Strachan is the 10th recipient of the Pritzker Military Museum & Library Literature Award for Lifetime Achievement in Military Writing.

The Pritzker Literature Award—which includes a medallion, citation, and \$100,000 honorarium—recognizes and honors the contributions of a living author for a body of work dedicated to enriching the understanding of military history and affairs. Museum & Library Founder & Chair Jennifer N. Pritzker, a retired colonel in the Illinois National Guard, will formally present Strachan with the award at the organization's annual Liberty Gala on November 5 at the Hilton Chicago, where he will be joined by past recipients.

"Winning the Pritzker Literature Award means a great deal to me," said Strachan, "I have given my lifetime to the study of military history, and the Pritzker award is a recognition of a lifetime achievement. So, for me, this is a form of validation of something to which I have dedicated many, many years of time and effort."

Strachan is the author of 14 major publications including the first installment of his groundbreaking three-volume work on the Great War, *The First World War (To Arms)*. His research interests center on the military history and strategic studies, with particular interest in the First World War and the history of the British Army. He has been significantly involved in the preparations for the centenary of the First World War, serving on the UK and Scotland national advisory committees and on the Comité Scientifique of the Mission du Centenaire in France. Strachan served as chair of Imperial War Museum's academic advisory committee for its new First World War galleries and the Commonwealth War Graves Commission's 2014-18 committee.

Now in its tenth year, the Pritzker Literature award was first presented to historian James McPherson in 2007. Past recipients – several of whom served as members of the award's 2016 screening committee – are Allan Millett, Gerhard Weinberg, Rick Atkinson, Carlo D'Este, Sir Max Hastings, Tim O'Brien, Antony Beevor, and David Hackett Fischer.

A graduate of Cambridge University, Strachan is Professor of International Relations at the University of St. Andrews, a Life Fellow of Corpus Christi College of Cambridge, and Emeritus Fellow of All Souls College of Oxford University.

Renowned for his expertise in military history, Strachan is also a respected advisor on contemporary military affairs in the United Kingdom. He is a member of the Chief of Defense Staff's Strategic Advisory Panel, the Defense Academy Advisory Board, and was a specialist advisor to the Joint Parliamentary Committee on the National Security Strategy. His services to the Ministry of Defense earned him a knighthood in 2013.

Sir Hew is a fellow of the Royal Society of Edinburgh and the Royal Historical Society. He is married to Pamela Symes and has three children and two stepchildren.

The Pritzker Literature Award is sponsored by the Tawani Foundation. To learn more about the award or the selection process, or to watch the 2015 Literature Award recipient, David Hackett Fischer, announce Hew Strachan as this year's winner, visit www.



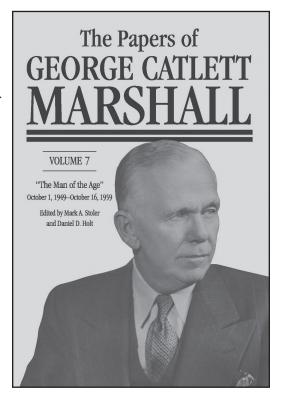
pritzkermilitary.org.

#### **Marshall Papers Completed**

The George C. Marshall Foundation, Lexington, Virginia, announces the release of volume seven of *The Papers of George Catlett Marshall*. Publication of volume seven concludes the multi-year, multi-award-winning documentary editing project that details the official written record of one of the most influential Americans of all time.

The seventh volume, "The Man of the Age," dated Oct. 1, 1949 to Marshall's death on Oct. 16, 1959, covers the final years of Marshall's life when he served as secretary of defense from September 1950 to September 1951 following a year as American Red Cross president and other periods when the so-called retired Marshall was still very active publicly.

Dramatic swings in fortune for US and UN forces in Korea consumed him as defense secretary, yet Europe remained Marshall's strategic focus and with it the establishment of a NATO military command, efforts to convince the French to accept German rearmament, congressional approval for a major US military buildup, and a Mutual Security



Program for America's allies. Marshall also participated in the decision to relieve General Douglas MacArthur in Korea, an action that sparked public uproar and a Senate investigation. In 1953 he led the US delegation to the coronation of Queen Elizabeth II and then became the first professional soldier to win the Nobel Peace Prize, which is a tribute to the Marshall Plan. Through it all, he maintained an extensive correspondence with national and international leaders. When he died on October 16, 1959, George Catlett Marshall was hailed by many as the nation's greatest soldier-statesman since George Washington.

Publication of *The Papers of George Catlett Marshall* has been supported by grants from National Endowment for the Humanities (NEH) and National Historic Publications and Records Commission (NHPRC) among many generous donors to the project including the Carnegie Corporation of New York, the Andrew Mellon Foundation, the Miller Family Fund, FedEx Corporation, Dr. Scholl Foundation, Furthermore Grants and the J.M. Kaplan Fund, the Ambrose Monell Foundation, BAE Systems, Mark Baruch and the Baruch Family Foundation, Susan and Jack Rudin, May and Samuel Rudin Family Foundation and L.F. "Gerry" and Marguerite Lenfest and the Lenfest Foundation since it was started in the late 1970s.

As with the first six volumes, the current volume was published by Johns Hopkins University Press, Baltimore and London. Volume 7 and the other volumes can be purchased in the Marshall Museum Shop or online at www.marshallfoundation.org.



### SAVE THE DATE

## March 30 -April 2, 2017

Hosted by the Institute on World War II and the Human Experience at Florida State University

# 84th ANNUAL MEETING OF SOCIETY FOR MILITARY HISTORY

Hyatt Regency Jacksonville-Riverfront Jacksonville, Florida

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All other inquiries: kpiehler@fsu.edu, in subject line put "SMH"









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#### **MEETINGS CALENDAR 2016**

**September 3-11** – 2016 "Regional Wars and Global Impacts: 17th Century to Present." Congress of the International Commission of Military History (ICMH) in Istanbul, Turkey. Contact: Bianka.j.adams@usace.army.mil.

September 8-10 – "Waging Peace" Conference. Sheraton New Orleans on Canal St., New Orleans, LA. Hosted by the Dale Center for the Study of War & Society at the University of Southern Mississippi. https://www.usm.edu/war-society/waging-peace-conference-2016.

**September 14-17** – Northern Great Plains History Conference. Best Western Kelly Inn, St. Cloud, MN. https://www.stcloudstate.edu/history/ngphc/default.asp.

**September 23** – Military History: Soldiers and Historians. A Conference and Volume in Honor of John F. Guilmartin, hosted by the Mershon Center for International Security Studies, The Ohio State University. Contact: Kelly DeVries, kdevries@loyola.edu.

October 1-2 – The National Museum of the United States Air Force will host its WWI Dawn Patrol Rendezvous to commemorate

the 100th anniversary of WWI in Europe. For details, see the Museum's website at http://www.nationalmuseum.af.mil/Upcoming/WWIDawnPatrol.aspx.

October 12-16 – The Oral History Association will hold its annual meeting at the Renaissance Hotel Long Beach in Long Beach, California. The theme this year is "OHA@50: Traditions, Transitions and Technologies from the Field." For further details, see the Association's website at http://www.oralhistory.org/annual-meeting/.

**November 2-4** – The Royal Military College of Canada will host a conference on The Education of an Air Force, 1914-2014. More information at https://www.rmcc-cmrc.ca/en/history/call-papers-symposium.

November 17-19 – The National World War II Museum will host its latest International Conference on WWII at the Museum in New Orleans, Louisiana. This year's theme is "1946: Year Zero, Triumph and Tragedy." For more details, see the Museum's website at http://www.ww2conference.com/splash/.

# **MEETINGS CALENDAR 2017**

March 2-4 – Missouri Valley History Conference in Omaha, Nebraska, which includes a full slate of sessions sponsored by the SMH. Contact: George Eaton, smhatmvhc@gmail.com.

March 30-April 2 - The 2017 SMH Annual Meeting will be in Jacksonville, FL at the Hyatt Regency Jacksonville-Riverfront.

Hosted by the Institute on World War II and the Human Experience, Department of History, Florida State University.

April 20-22 – The Centre for Military, Security and Strategic Studies at the University of Calgary will host a conference titled Vimy 2017: Both Sides of the Ridge. Contact: njmackie@ucalgary.ca.

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Society for Military History

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# **MEETINGS CALENDAR 2018**

April 5-8 – The 2018 SMH Annual Meeting will be in Lousivilled, KY, hosted by the

College of Arts & Sciences and Department of History at the University of Louisville.

New members to the Society will be automatically entered into the online directory database. If this is not acceptable, please contact the business office.