United States Army
Center of Military History

Strategic Plan, 2012–2017

Detail from Infantry Soldiers *by Roger Blum, Army Art Collection*

MISSION • VISION • VALUES

Mission

To accurately collect, preserve, interpret, and express the Army's history and material culture to more broadly educate and develop our force, the military profession, and the nation.

Vision

To establish the U.S. Army Center of Military History (CMH) and its products as the gold standard for history organizations. By unifying Army historical efforts and focusing on operational enhancements, the update and greater exploitation of information technologies, professional development, history's relevance to the Army, and the strengthening of strategic alliances, we will globally integrate the Army historical community and achieve indisputable relevance to the Army and the nation.

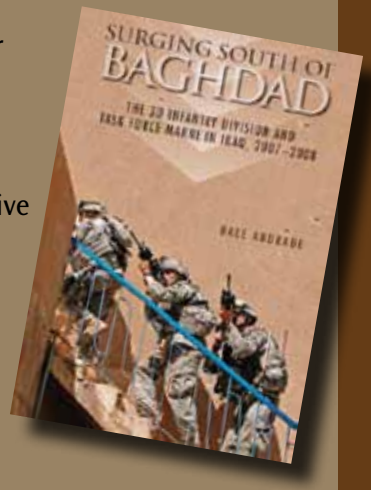
Values

Loyalty, duty, respect, selfless service, honor and integrity, personal courage, objectivity, scholarship, and stewardship

Strategic Plan, 2012–2017

The Center's strategic plan has the following five focus areas:

1) Operational Enhancement
2) Knowledge Management
3) Enhancement of Relevance
4) Strategic Alliances
5) Professional Development



OPERATIONAL ENHANCEMENT

Focus Area 1: Operational Enhancement

The Army historical community is a diverse organization. The combined skills, expertise, and experiences are essential to continued success and relevance in a fluid global environment. Therefore, it is imperative that this knowledge base be recognized and tapped to meet the heightened and complex demands of the Army in the twenty-first century.

Thus, a long-range priority of the Center is to increase the visibility of the activities of the entire Army historical community, making its expertise available and known to a wider and significant audience. CMH's increased awareness of and involvement with other Army historical organizations will assist them in obtaining resources and will support their value and relevance to Army senior leaders, as well as position the Center to actively defend the Army Historical Program in its expanded entirety. This greater participation also enhances coordination and synergy across the entire Army historical community. The Center must know about all organizations' activities, so that it can convey organizational successes as successes for the Army Historical Program writ large.

In order to accomplish this, the Secretary of the Army has endorsed the Center's concept to reorganize the Army historical community. This reorganization would offer a number of benefits: it streamlines command and control, ensures continued funding for historical programs, creates opportunities for reductions in mission redundancy, and enhances personnel management efficiencies.

Above, *detail from* Bailey's Pre-Combat Checks *by Christopher W. Thiel, Army Art Collection*

Strategic Goal

To improve our business processes and create a superior history and museum structure to meet the demands of a globally engaged Army in the twenty-first century.

Objectives

OE -1 *Functionally Align the Army Historical Community*: This objective requires a centralization of many of the elements of the Army historical community under the Center. Through this realignment, three functional lines will be organized: 1) History Functions will pull together select history offices and the Combat Studies Institute into one historical organization; 2) Archives Functions will include the Center's library and the Military History Institute; and 3) Museum Functions will comprise all Army museums, the National Museum of the United States Army (NMUSA), and the Army Heritage Museum. *(Lead: Executive Director, Chief Historian, and Strategic Planner)*

OE-2 *Leverage Staff Expertise*: Leaders at all levels will seek opportunities to form cross-functional project teams to better leverage the vast expertise and experiences of the diverse Army historical workforce. Cross-functional teams may also include professionals from academia and the U.S. Marine Corps (USMC), Air Force (USAF), Navy (USN), joint staff, combined, and Department of Defense (DoD) historical organizations, as well as other government agencies and contractors. Employing a collaborative project management approach using multidisciplinary teams for selected and suitable tasks allows the organization to move beyond the traditional organizational and functional boundaries to focus on problem solving, add necessary rigor to processes, and improve customer satisfaction. Additionally, cross-functional teams provide flexibility, continuous coordination and integration control, and speed, which, when coupled with multidisciplinary expertise, results in enhanced historical support to the Army and the nation. These will be included as a specific evaluative criteria as part of each leader's annual performance objectives.

Cross-functional project teams may consist of members from various branches within one division, members of various divisions, and/or members from the Center and other organizations such as the Training and Doctrine Command, a sister service, academia, the Smithsonian Institution, and so forth. Examples of the type of tasks

that may be suitable for cross-functional teams include but are not limited to the following: exhibit design, conservation of materials, any process improvement initiative (such as Lineage and Honors backlog reduction and inquiry tracking systems), "marketing" planning, development of standard operating procedures, and special projects such as participation in the annual Association of the United States Army conference and Career Program 61 special committees. *(Lead: Chief Historian, Deputy Director, and Strategic Planner)*

OE-3 *Improve Theater Collection*: The Center must improve its theater collection capabilities to ensure the Army's actions of today are recorded, analyzed, and made available for historical perspective tomorrow. This entails enhancing our collection, processing, and reporting of historical information, data, and artifacts associated with current combat, crisis, and contingency operations. To do so requires addressing three major pillars: 1) Improving Military History Detachment (MHD) and field historian training for both military and civilian historians; 2) Coordinating the assignment of an Army officer historian as the theater historian; and 3) Improving integration of and coordination, communications, and support among the theater historian, the theater command, and the Center of Military History. *(Lead: Executive Director, Chief Historian, Strategic Planner, and Chief, Field Programs and Historical Services Division)*

OE-4 *Improve Military History Detachment Utility*: This is a threefold objective: 1) Professionalize the field historian community including officers, noncommissioned officers, and civilians by partnering with academically accredited institutions, such as the U.S. Army War College, to develop a much improved training program that consists of a basic and advanced course; 2) Strengthen the bond between the Center of Military History and MHDs through more frequent interaction and active duty training assignments at the Center to execute specified tasks such as predeployment and postdeployment briefings to the Executive Director, through review of the organization and processing of collected materials, and through examination of redeployed units not covered by MHDs while in theater; and 3) Improve management and control of 5X designation/5X proponency and develop additional and similar warrant and noncommissioned officer skill identifiers. *(Lead: Chief Historian, Strategic Planner, and Chief, Field Programs and Historical Services Division)*

OE-5 *Centralize and Charter Museums*: Our museum program must build efficiencies through centralization of selected Army museums and collections so as to support the field museums and the success of the National Museum of the United States Army project. The key to this initiative will be carefully structured and monitored collection plans and activities. We can no longer afford to collect outside our "charter areas." Adept collections management will be the chief means to this end, which will be accomplished under the auspices of a revised AR 870–20 to be published in 2013. *(Lead: Chief, Museum Division, and Strategic Planner)*

OE-6 *Create an Environmentally Aware Culture*: The Army's environmental vision is to "integrate environmental values into its mission in order to sustain readiness, improve the Soldier's quality of life, strengthen community relationships, and provide sound stewardship of resources." The Center of Military History will develop and execute policies and practices that support the Army vision of environmental stewardship. This includes but is not limited to practices that cover energy utilization, recycling, and use of solvents and other materials associated with the conservation and restoration of artifacts across the entire Army historical community. The intent is to inculcate environmental stewardship into the culture of the Army historical community. *(Lead: Deputy Director and Executive Officer)*

OE-7 *Establish a Support Relationship with the Department of the Army Office of General Counsel (OGC)*: The Center of Military History currently lacks dedicated legal support. The scope of the Center's operations and programs frequently present significant legal challenges. By establishing a dedicated support relationship with OGC, the Center will be able access the necessary and focused legal counsel it requires. In so doing, OGC would be in a position to provide timely legal oversight, coordination, and advice, thus enabling and enhancing the Center's operations and programs. *(Lead: Executive Director and Strategic Planner)*

Above, *soldiers of the 305th Military History Detachment in Afghanistan*

KNOWLEDGE MANAGEMENT

Focus Area 2: Knowledge Management

Knowledge management (KM) is a concept that promotes an integrated approach to identifying, retrieving, evaluating, and sharing an enterprise's tacit (what people know) and explicit (documentary) information. First, the KM process focuses on the people and the institutional culture by creating and fostering an environment of sharing and collaboration between soldiers and Army civilians. Second, it encourages the transformation of processes into systems that will better support the Army's mission. Third, it promotes the use of smart technologies to empower Army personnel to produce more effective results.

Strategic Goal

The Center of Military History's KM goal is to align itself with Army knowledge management initiatives by leveraging twenty-first-century best practices and technology to transform our culture and historical information into an asset of more value and relevance to the Army.

Above, *under CMH digitization initiatives, archival documents are scanned and stored on computer servers.*

Objectives

KM-1 *People and Culture*: The heart of any organization is its people and their culture. The Army's knowledge management principles describe the goal of creating a culture of better information sharing and collaboration within work groups, divisions, and across the Army. The Center is an information-intensive organization with highly specialized Army historians and curators. Those historians and curators require efficient ways to search, categorize, and use the information flowing into the Center from deployed units and other sources to generate quality historical and material culture products in a timely manner. This objective will focus on developing effective training and doctrine that will facilitate a more collaborative culture between historians and curators, resulting in their increased value to the Army. *(Lead: Knowledge Management Officer and Strategic Planner)*

KM-2 *Agile and Integrated Processes—Design and Implement a Knowledge and Information Management Architecture Plan*: This objective is to determine what is required to connect "those who know" with "those who need to know" by identifying and developing integrated processes within the Center and across the Army historical community. The current technical information management infrastructure that supports and manages the large volume of historical information is marginal and is not aligned with the Army's regulations and KM initiatives. The Knowledge and Information Management Architecture Plan will become the Center's roadmap for the future Web-based and CAC (common access card)-enabled Army historical information network. *(Lead: Knowledge Management Officer and Strategic Planner)*

KM-3 *Collaboration and Information-sharing Technologies*: The Army historical research community is geographically dispersed yet requires ready access to a variety of documents, often one-of-a-kind, stored in large multimedia collections in many different locations. The solution is to create a robust and scalable content management system (CMS) for hosting, managing, and making available historical documents at all times. CMS technology is specifically designed to manage the many complex documents in the Center's historical collections. The CMS must be Web-based, feature an advanced search capability, include a collaborative ability, and meet DoD and Army requirements. The CMS will

become the core Army historical information network system. *(Lead: Knowledge Management Officer and Strategic Planner)*

KM-4 *Develop a Knowledge Capture Plan*: The Center is the repository for and coordinator of many one-of-a-kind historical documents. In addition to storing documents, it produces finished historical products such as scholarly publications, lineage and honors certificates, and information papers. Such finished products constitute the core "knowledge" of the Center as opposed to simply raw and unprocessed information. Electronic documents, printed materials, and other physical media–based collections (such as publications, papers, photos, audio, video, maps, and oral history transcriptions) are in the magnitude of hundreds, and possibly thousands, of terabytes. The plan will be to analyze all of the Center's raw information and prepared publications by collection and determine the volume, the frequency of usage, the condition, the physical media types, the indexing requirement, and the priority for digitizing to searchable media.

Lineage and honors certificates

Much of the Center's new raw data comes from the Military History Detachments and other field collection programs, and, although much of it is electronic, it is in the native software format and generally not indexed. This information is used by the historians to write the Army's official histories and other products. This information must be transformed into a common searchable PDF format for easy retrieval and use while preserving the original formats. Currently, the Center has over thirty terabytes of data in its files, and it continues to receive several additional terabytes per year.

The Center is also a repository for historical correspondence, information papers, authority publications, and circulars that not only document the evolution of the Army, but the evolution of policy, doctrine, force structure, and military education as well. This institutional information needs to be available to support operational management and professional development initiatives. The knowledge capture plan will detail the results of the analysis and generate a requirements document describing the resources needed to prepare the media for improved electronic access and use by the Army historical community. *(Lead: Knowledge Management Officer and Strategic Planner)*

KM-5 *Develop a Content-based Web and Social Media Strategy*: DoD and Army regulations require nonsensitive information to be accessible to the public. The Web and various social media outlets are excellent venues for sharing this type of information with the public, approaches the Center is already familiar with through the success of the its Web site. The Center's Web site is document-rich but uses fifteen-year-old technology. To maintain and expand the Web site with newly available electronic information, it will have to be redesigned and the documents migrated to a content management–based system. The objective for the new Web site is to develop a structure that will increase the speed of uploading new documents and facilitate easier access of information through comprehensive search capabilities, while reducing the maintenance requirements. The result will improve information sharing and better meet the needs of the military history community. *(Lead: Knowledge Management Officer and Strategic Planner)*

Artifact registration and cataloging

ENHANCEMENT OF RELEVANCE

Focus Area 3: Enhancement of Relevance

The Army Historical Program must remain as relevant today and in the future as it has in the past. As demonstrated in recent conflicts, history must remain the foundation on which Army training, education, esprit de corps, and decision making is inevitably based. The lessons of the past form the doctrines of the future; they cannot be based on poorly recorded or understood events. History is the laboratory and the database for learning about war in all its dimensions. It is as valuable to the individual soldier for training as to the highest-level leaders for making critical decisions about the Army's future. Soldiers and units bond and fight based on a common historical heritage. The accurate recording, analysis, and dissemination of past operations, institutional changes, unit lineages, and command decisions at all levels is thus an essential part of the Army's ability to meet the demands of the future.

Above, *detail from* Two Soldiers On Night Patrol *by Harold Von Schmidt, Army Art Collection*

Strategic Goal

Reaffirm the recognizable, invaluable, and indisputable value of the Army Historical Program to the Army and the nation.

Objectives

ER-1 *Facilitate the Establishment of the National Museum of the U.S. Army (NMUSA)*: Success of the NMUSA project is vital to the visibility and relevance of the Army Historical Program. We will continue to defend and facilitate the development of the NMUSA at Fort Belvoir. This is a twofold objective: 1) The Center will work with NMUSA on the development of its concept plan, exhibit plan, and organization. 2) NMUSA will return to the Center as a functional museum on or about 14 June 2015. *(Lead: Executive Director, Strategic Planner, and Chief, Museum Division)*

ER-2 *Reinforce Indisputable Relevance to Senior Army Leadership*: This requires quality products and services that add value because they are accurate, timely, and speak directly to senior Army leaders' challenges and concerns. The Center's leaders at all levels are thus responsible to apply necessary rigor, exceptional standards of quality control, and the appropriate perspective on the development, presentation, and accuracy of all products and services, not just for the senior Army leadership, but for the nation as a whole. This will be included as a specific evaluative criteria as part of each leader's annual performance objectives. *(Lead: Chief Historian and Deputy Director)*

ER-3 *Maintain a Strong Physical Presence in the Pentagon*: It is imperative that the Center be fully represented and integral to decision making and policy development at the highest levels of the Army and the Department of Defense. The ability to reaffirm indisputable relevance greatly depends on the ready access to historical services and products by senior Army leaders. The Center will maintain a visible and credible presence in the Pentagon with a representative each from the Histories and Museum Divisions. *(Lead: Chief, Histories Division, and Chief, Museum Division)*

ER-4 *Expand Influence with the Army Staff*: An important activity in enhancing relevance is establishing a better relationship with the Army Staff. Combined with ER-2 and ER-3, the Center's senior leaders will conduct office calls with Army Staff principals. Other Center leaders (such as the Deputy Director, Strategic Planner, Division Chiefs, and Executive Officer) will establish contact with action officers of the Army Staff. In so doing, we will educate the Army Staff on the Center's capabilities, accessibility, and value. *(Lead: Executive Director, Chief Historian, Deputy Director, Strategic Planner, Division Chiefs, and Executive Officer)*

ER-5 *Reinforce the Army's Official History Writing Program*: The centerpiece of the continued relevance of the Army Historical Program is official history. Center historians will proceed to uphold the highest academic standards of scholarship and objectivity in their creation of a wide variety of historical products that support the Army. The Center will complete the Vietnam War official histories, lay a firm foundation for the generation of Cold War official histories, and generate first- and second-tier products to refine our knowledge of Army operations in the Global War on Terrorism in Afghanistan, Iraq, and other theaters. Finally, the Center will continue to support the Army's commemorative efforts on the Civil War, the War of 1812, World War I, and the Vietnam War by highlighting the importance of history and heritage to our veterans, our Army, and our nation. *(Lead: Chief Historian and Chief, Histories Division)*

STRATEGIC ALLIANCES

Focus Area 4: Strategic Alliances

Strengthening strategic alliances with historical organizations outside the Army, such as those under the Marine Corps, Air Force, Navy, joint staff, combined commands, and Department of Defense and regional, national, and international historical associations, as well as academia, broadens our historical perspectives, creates opportunities for professional discourse and development for our workforce, and establishes the Army Historical Program as a globally relevant historical organization.

Strategic Goal

To achieve greater effectiveness, enhance credibility, and expand influence of the Army historical community.

Objectives

SA-1 *Strengthen Alliances*: Communities of interest that include organizations such as the Society for Military History, American Association of Museums, Company of Military Historians, veterans organizations, National Park Service, Smithsonian Institution, U.S. Commission on Military History, along with academia, international associations, and historical organizations of the USMC, USAF, USN, joint staff, combined commands, and DoD will continue to play a vital role in the success of the Army Historical Program. Strengthening these alliances allows for shared best practices, a generation of new and innovative ideas, international visibility, and access to resources not traditionally available in the Army system. Leaders at all levels will seek opportunities to enable, guide, manage, and, when appropriate, support employee participation in professional conferences, advisory boards, working groups, special programs, academic forums, and so forth. This will be added as a specific evaluative criteria as part of each leader's annual performance objectives. *(Lead: Chief Historian and Deputy Director)*

Above, *detail from* Road March *by Jeffrey T. Manuszak, Army Art Collection*

PROFESSIONAL DEVELOPMENT

Focus Area 5: Professional Development

Our most valuable resource is our people. Long-term sustainability of the Army Historical Program mandates the continued professional development of a diverse and talented workforce encompassing a broad range of skills, knowledge, and abilities. A professional workforce requires well defined and resourced career programs that challenge, inspire, and reward top performers. Such a program must position for success an intellectually agile, flexible, and innovative culture that adheres to the highest standards of professionalism and the values of the U.S. Army and the Center of Military History.

Strategic Goal

To provide a highly motivated and dedicated workforce that has superior professional capabilities and skills.

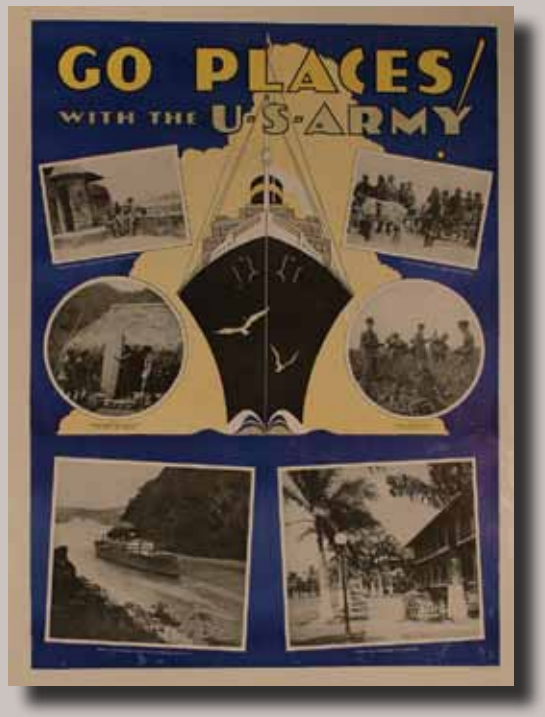
Above, *detail from* Tailgating Over The Valley *by Martin J. Cervantez, Army Art Collection;* right, *in July 2011 CMH leaders conduct a staff ride outlining the defenses of Washington during the Civil War.*

Objectives

PD-1 *Implement Career Program 61*: This recently authorized career program is designed to develop a cadre of historical and museum professionals. The overall goal is to establish a robust career map beginning at the entry level that will outline and highlight the recruitment, training, education, and professional development needs of the career historian and museum workforce over the course of an entire career. Career Program 61 contains three primary efforts: 1) Recruitment—Develop recruitment programs to attract individuals who possess the critical attributes necessary to develop into or serve as highly qualified and motivated historical and museum professionals; 2) Development—Provide professional development to a diverse and highly qualified workforce and promote a work environment that fosters and rewards professional development, lifelong learning, and scholarship; and 3) Retention—Retain these professionals and assign them throughout the Army in positions of increasing responsibility. *(Lead: Chief Historian)*

PD-2 *Develop and Implement a Leadership and Professional Development Program Management System*: This strategic initiative extends beyond historical and museum professionals and includes all career specialties represented in the organization. Professional development is the process of training, developing,

and promoting employees throughout an organization. While it does not preclude bringing in outside talent, internally developed leaders can be extremely valuable assets because they have been groomed in the Army historical community culture, have internalized the values of the organization, and are professionally invested in its long-term success. Leadership and professional development opportunities are a matter of strategic human resource management and thus shifts the responsibility for human capital management to managers at all levels. The traditional human resource function continues as an administrative service. Managers will at a minimum: 1) Ensure each employee has a viable individual development plan (IDP); 2) Ensure counseling sessions are conducted routinely, documented, and have included discussions on performance and future potential, as well as a review of the IDP; 3) Ensure employees have opportunities for developmental assignments, internal mobility within the Army historical community, leadership experience, and cross-functional team participation; 4) Ensure employees have opportunities to participate in a mentorship program; and 5) Recognize and reward successes. These will be included as a specific evaluative criteria as part of each leader's annual performance objectives. A Program Executive Review Board (membership to be determined) will be established to conduct corporate quarterly reviews of the following: 1) IDP creation, progress and success of implementation relative to resources; 2) effectiveness, timeliness, and accuracy of rewards and recognitions; and 3) value and assignment of past, current, and potential developmental and leadership opportunities. *(Lead: Chief Historian, Deputy Director, and Strategic Planner)*



Top left, *artifact exhibition and conservation;* above, *Army recruiting poster, 1930, Army Art Collection*