



UNITED STATES NAVAL INSTITUTE
291 WOOD ROAD • ANNAPOLIS, MARYLAND 21402-5034

To Whom It May Concern:

The U.S. Naval Institute is a private, self-supporting, nonprofit professional organization. It was created in 1873 by a group of naval officers at the U.S. Naval Academy to be the professional organization for the Navy. Over the years, it has evolved to become the professional organization for the sea services—i.e., Navy, Marine Corps, and Coast Guard. In 1999, the organization changed its bylaws to include enlisted professionals as full members and as potential members of its Board of Directors and Editorial Board.

I provide you with so much history to give you some perspective of the significance of Master Chief Haggard's service to the Naval Institute. As a member of its Board of Directors, Master Chief Haggard contributed to the governance of a \$10-million publishing and 70,000-member organization. He helped formulate the organization's long-range plan and has made decisions that keep the organization financially healthy and mission focused. His Board of Directors' duties included oversight of budgets, financial investment policies, human resources issues, etc. Master Chief Haggard also served on the Board of Directors' Web Subcommittee that worked with the professional staff to launch and direct the Naval Institute's web site.

As a member of the Naval Institute's Editorial Board, Master Chief Haggard reviewed and approved/rejected book proposals, read and evaluated articles for publication in the organization's monthly magazine *Proceedings* and bimonthly magazine *Naval History*, and contributed to the planning and execution of four major symposia. The Editorial Board met once a month to discuss proposals and manuscripts and make publishing decisions.

During his tenure with the Naval Institute, Master Chief Haggard always was dependable, enthusiastic, and well prepared. This was no small task because the Naval Institute's workload on serving military professionals is large and involved. In addition, especially on the Editorial Board, deliberations can become contentious and require members to stand tall in the face of significant political pressure. In every test, Master Chief Haggard asked the right questions and protected the integrity of the Naval Institute's open forum.

As an individual, Master Chief Haggard is personable and professional. He is easy to talk to because he is an excellent listener.

Should you wish to contact me for further information or to clarify some point, my direct line is 410/295-1077.

Sincerely,

Fred H. Rainbow
Editor-in-Chief, *Proceedings*
Director, Periodicals and Seminars