

# Contents

The American Maritime History Project	ix
Foreword by Vice Admiral Joseph D. Stewart, USMS	xiii
Acknowledgments	xvii
1 A Norfolk Interlude: Serving the Maritime Industry, 2003	1
2 Planting the Seeds	29
3 Conceived in Peace: 1937–1941	51
4 Embodied in War: 1940–1945	79
5 Making Peacetime Headway: 1945–1950	125
6 Weathering New Storms: 1950–1960	151
7 Building on the Foundations: 1955–1970	179
8 Widening the Scope: 1970–1980	211
9 The Guns Return: 1970–1980	245
10 Safe Harbor: 1980–1987	283
11 Broadening the Mission: 1987–1992	319
12 Reinventing the Academy: 1993–1999	355
13 Renewal, Tragedy, and Commitment: 2000–2004	387
14 Scenes from an Education: 2003–2006	413

Appendix A	Maritime Administrators	445
Appendix B	Superintendents, USMMA	446
Appendix C	Academic Deans, USMMA	447
Appendix D	Commandants/Regimental Officers, USMMA	448
Appendix E	Hall of Distinguished Graduates	449
Appendix F	Cadets and Graduates Killed in World War II	452
Appendix G	Number of Graduates by Year and by Nation, State, and Territory (1938–2006)	458
Appendix H	Names of Academy Buildings and Locations	460
Appendix I	Academy Training Ships	463
Appendix J	Oral Histories	465
Appendix K	Alumni Business Leadership Rankings	468
Appendix L	List of Contributors to the American Maritime History Project for the History of the U.S. Merchant Marine Academy	469
Notes		471
Bibliography		501
Photo Credits		504
Index		505