



P:
CENTER FOR NAVAL ANALYSES

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President

16 December 1994

Admiral Elmo R. Zumwalt, Jr., USN (Ret.)
1500 Wilson Boulevard
Suite 641
Arlington, VA 22209

Dear Admiral Zumwalt:

As you know, one of the purposes of a federally funded research and development center such as the Center for Naval Analyses is to provide expert analysis and advice on important issues of direct interest to national security and defense.

In that regard, it is my pleasure to send you this bound edition of *In Irons: U.S. Military Might in the New Century* by Harlan Ullman, in advance of its formal release. CNA sponsored this work, although Harlan's analysis and conclusions are, of course, his own. We hope you will find some of his views provocative.

The book appears at an auspicious time. The debate on national security is heating up. *In Irons* will usefully contribute to the debate by identifying the right issues and by suggesting the range of relevant solutions for those issues.

The book will be published and distributed in soft cover in the United States by the National Defense University Press in early 1995, and a more limited publication in hard cover will take place in the UK about the same time.

I hope you will take the time to read the book. And, Harlan or I would welcome any reactions or comments.

Yours truly,

Robert J. Murray