



THE UNDER SECRETARY OF THE NAVY

WASHINGTON, D.C. 20350-1000

29 December 1999

ADM Elmo R. Zumwalt, Jr., USN
President
Admiral Zumwalt and Consultants
1000 Wilson Boulevard, Suite 3105
Arlington, VA 22209-2211

Dear Admiral Zumwalt,

As a part of our ongoing, year-long study of the implications of the phenomena of Globalization for our national security and, specifically, for our Navy and Marine Corps of the next century, we have scheduled a Globalization Scenario Workshop for 11:30 A.M., 11 January 2000. I would be delighted if you would join us in this endeavor. We hope to have as participants in this important exercise a diverse group of insightful, expansive thinkers with a wide range of experiences from the business, government foreign policy, academic, and military communities.

We are particularly excited to have Dr. Betty Sue Flowers leading us in this exercise. She is one of the creators of the scenario development method we will be using and has worked with major business and government agencies around the world to develop their stories about the future of the world. Her experiences - and successes - with Shell International, NASA, General Motors, and the National Endowment for the Humanities will serve us well as we try to get the kinds of valuable insights into the kind of future our Navy and Marine Corps will face.

I am eager to explore the possibilities this exercise offers and hope you can join us to add your experience and insights. We will be meeting in the Collaboratory of the Acquisition Center for Excellence at the Washington Navy Yard. My point of contact for this endeavor is CAPT Ken Beeks, 703-681-0463, beeks.ken@hq.navy.mil. Please, feel free to contact him for details on our agenda and to make arrangements for joining us at the historic Navy Yard.

A handwritten signature in black ink, appearing to read "Terry MacArthur Hultin".

Terry MacArthur Hultin