



# UNITED STATES NAVAL INSTITUTE

118 MARYLAND AVENUE • ANNAPOLIS, MARYLAND 21402-5035

19 February 1998

Admiral E. R. Zumwalt, Jr., USN (Ret.)  
via facsimile 703-528-5795, 3 pp

Dear Admiral Zumwalt:

Thanks again for sending in your Naval Institute birthday testimonial. Attached are (1) the copy we propose to use in April's *Proceedings* and (2) a copy of what you submitted. We plan to publish you on a page with Admiral Jay Johnson and Admiral Kelso.

Please let me know by 27 February or sooner if the editorial changes we have made are acceptable to you. My direct phone line is

All the best to you--

Very respectfully,

Carol Lee Mason

cc: Fred Rainbow, 410-295-1077

Carol

Telephoned  
yes

No 1

GM

**Admiral E. R. Zumwalt, Jr., U.S. Navy (Retired)**

For nearly half of its 125 years, I have used the U.S. Naval Institute *Proceedings*.

As a midshipman at the U.S. Naval Academy from 1939-1942, the articles in *Proceedings* helped mold my planning for the career pattern best suited for me.

As a junior and middle grade officer, I benefited from the diverse views of authors and actively participated in the debate many articles generated. I wrote three articles during this period, one of which, "The Course Ahead for Destroyers" (*Proceedings*, November 1962), I later used as the basis for the Hi-Lo mix policy developed during my term as Chief of Naval Operations.

While Chief of Naval Operations and in the years that followed, I relished reading about the controversy that my policies initiated.

For the last 23 years, *Proceedings* has been my best source of information on the Navy of the future and its deepest thinkers—allowing me to continue projecting my own thoughts about that future through discussion with some of the magazine's contributors.

*Admiral Zumwalt was Chief of Naval Operations from 1970 to 1974.*

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E. R. ZUMWALT, JR.  
ADMIRAL, U.S. NAVY (RET.)

October 28, 1997

Mr. Fred H. Rainbow  
Editor-in-Chief, Proceedings  
United States Naval Institute  
118 Maryland Avenue  
Annapolis, MD 21402-5035

Dear Fred:

I have the following comments in response to your inquiry as to what the Naval Institute means to me. Please feel free to use it during the 125th birthday celebration of the Naval Institute:

I have used U.S. Naval Institute *Proceedings* for almost half of its 125 years.

As a midshipman at the U.S. Naval Academy from 1939 to 1942, the articles in *Proceedings* helped mold my planning for the career pattern best suited for me.

As a junior and middle grade officer, I benefited from the diverse views of authors and participated in the debate the articles generated. I authored three articles during this period--one of which "The Course Ahead for Destroyers" in 1962, I later used as Chief of Naval Operations to mold the Hi-Lo mix policy of that period.

As Chief of Naval Operations and in the years that followed, I relished reading about the controversy that my policies initiated.

For the last 23 years *Proceedings* has been my best source for keeping updated on the Navy of the future and for projecting through my discussions with some of its contributors my own thoughts about that future.

Sincerely,

E. R. Zumwalt, Jr.  
Admiral, USN (Ret.)

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