



DEPARTMENT OF THE ARMY
U.S. ARMY COMBINED ARMS CENTER AND FORT LEAVENWORTH
415 SHERMAN AVENUE UNIT 1
FORT LEAVENWORTH, KANSAS 66027-2300

February 16, 2011

REPLY TO
ATTENTION OF

Office of the Commanding General

The Honorable Richard H. Solomon
President
The U.S. Institute of Peace
1200 17th Steet, N.W.
Washington, DC 20036

Dear Ambassador Solomon:

I wanted to take this opportunity to express my appreciation for the special partnership, camaraderie, and trust that we have forged between the Army's Combined Arms Center and the United States Institute of Peace. The Interagency Symposium – "Interagency Transitions in Iraq, Afghanistan and Beyond" – that we hosted together this month is a sterling example of how civilian and a military institutions can work together to focus on the most critical challenges currently facing our nation. Our partnership has helped to bond us together in a unique cooperative and collective spirit that will prove essential to our shared future, and our national security.

From my service as a division commander in Iraq, I personally appreciate the importance of your organization to efforts on the ground to foster reconciliation, rule of law and effective governance. USIP has proved vital to our success in Iraq and Afghanistan, and will continue to contribute invaluable support to our efforts there in the years to come. Your ability to move among the population and work with civil society, local and national leaders, and across borders makes your contribution critically important to the U.S. Government.

When I came to Fort Leavenworth after departing Iraq, your organization was one of the first I chose to visit to gain insights on the complex barriers confronting the ability of the agencies and departments of the USG to work together. Your work with the Combined Arms Center has helped to advance our army's understanding of, and participation in, whole of government approaches to address threats to our security. It is a work in progress that we will continue together.

Let us pledge to continue this unique and valuable partnership. It is, I promise you, valued by our Army and all who serve in today's complex operations.

Sincerely,

A handwritten signature in black ink, appearing to read "RCaslen", is written over the typed name.

Robert L. Caslen, Jr.
Lieutenant General, US Army
Commanding



CHIEF OF NAVAL OPERATIONS

February 15, 2011

Dear Dick:

I am pleased to express my sincere appreciation for the unique contributions the United States Institute of Peace (USIP) makes to enhancing an ever-evolving civilian-military dialogue. The Navy has repeatedly turned to USIP to bridge the cultural and organizational divides that would otherwise hamper our progress in humanitarian missions and stabilization efforts.

Our maritime strategy has a focal point on conducting humanitarian and civic assistance missions. The improved coordination and development programs you sponsored ensured more effective and comprehensive global response capabilities. USIP's unique standing as an independent, bipartisan institution enables vital and innovative service that is not effectively replicated inside the federal bureaucracy.

Your work convening the heads of major U.S. humanitarian organizations for me a few years ago has furthered our relationships with these crucial contributors to relief operations in ways not possible before. The valuable insight USIP continues to bring improves our capability and capacity to deal with issues of vital importance to our national security.

As we navigate the vagaries of the 21st century, the Navy-USIP partnership has never been more critical. I am grateful USIP remains a reliable and enduring partner of the United States Navy. Your distinctive standing as an independent entity that I can readily turn to for support and guidance is invaluable. I look forward to our future collaboration.

Sincerely,

A handwritten signature in black ink, appearing to read "G. Roughead", written over a horizontal line.

G. ROUGHHEAD
Admiral, U.S. Navy

The Honorable Richard H. Solomon
President
United States Institute of Peace
1200 17th Street NW
Washington, DC 20036



February 15, 2011

GEORGE P. SHULTZ
THOMAS W. AND SUSAN B. FORD
DISTINGUISHED FELLOW

Dear Dick:

As the Institute prepares to move into its permanent home by the National Mall, I want to congratulate you on the many significant contributions you and your staff are making to our nation's conduct of foreign relations and national security.

We are in the most profound period of change in international affairs since the end of the cold war. And the Institute, as a small and agile operation, has demonstrated a unique capacity to innovate in approaches to managing conflicts abroad that affect U.S. interests. The State Department relies on you to help in the promotion of the rule of law, human rights, and the reconciliation of religious and ethnic conflicts. Our military is relying on the Institute to promote political stabilization in Iraq and Afghanistan, and to build collaborative relations with humanitarian assistance organizations for relief operations abroad. Your independent, bipartisan, and federal status as an adjunct of Congress is essential to the credibility and impact of your work.

At a time when our country is grappling with budgetary challenges, the miniscule budget of the Institute – less than one-tenth of one percent of the State Department appropriation – represents a highly effective investment in our foreign policy and national security capabilities.

I have been honored to chair the campaign for the Institute's permanent home, and I look forward to your continuing contributions in this dramatic new building. It does our country proud to have such a unique institution.

Sincerely yours,

George P. Shultz

The Honorable Richard H. Solomon
President
United States Institute of Peace
1200-17th Street, NW
Washington, D.C. 20036-3011



UNITED STATES CENTRAL COMMAND
OFFICE OF THE COMMANDER
7115 SOUTH BOUNDARY BOULEVARD
MACDILL AIR FORCE BASE, FLORIDA 33621-5101

11 February 2009

Mr. Rob Goldberg
Director
International Affairs Division
National Security Programs
The Office of Management and Budget
725 17th Street, NW
Washington, DC 20503

Dear Mr. Goldberg,

I would like to underscore the importance of the US Institute for Peace (USIP) to the missions the United States is currently pursuing in Iraq and Afghanistan. While I have long been an avid reader of USIP's analytical products, which are second to none in tracking the challenges we face in both countries and in outlining policy options, I have more recently been impressed with USIP's on-the-ground peacebuilding efforts.

In Iraq, the Institute stepped up to the plate beginning in August 2007 to assist the 10th Mountain Division in a reconciliation effort in Mahmoudiya, a community on the southern edge of Baghdad that was once known as the "Triangle of Death." Since then, General Odierno and I have often cited Mahmoudiya as a striking success story. USIP's continuing reconciliation efforts at the community level, especially in Diyala and Ninewa, as well as at the national level in Baghdad, hold great promise for the future.

In Afghanistan, USIP's work on the informal justice system has been invaluable as we work toward improving the rule of law at the provincial level. Their plans for reconciliation efforts at the community level on the Afghanistan/Pakistan border are likewise a potential key to success in the enormous challenges we face.

USIP's experience working closely with the US military will be a great asset in developing stronger unity of effort between civilian and military elements of government. In fact, I hope soon to see US military officers training alongside civilian governmental and nongovernmental counterparts in USIP's headquarters at 23rd and Constitution. Their facility is not just an important symbol of our nation's commitment to peace; it is also home to a wonderful training center that we hope to leverage to increase understanding and unity of effort in today's complex operations.

We can be proud of what USIP has done in the past, and I look forward with confidence to the contributions the Institute will make in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "D. Petraeus", is positioned above the typed name.

David H. Petraeus
General, United States Army
Commanding