



**POTOMAC INSTITUTE FOR POLICY STUDIES**  
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The Potomac Institute for Policy Studies cordially invites you to attend a seminar:

**Thursday, September 15, 2005**

**12:30 PM to 2:00 PM**

**Potomac Institute for Policy Studies**  
**Ballston Metro Center Office Tower, 901 N. Stuart Street, Suite 200**  
**Arlington, VA**

**Distinguished Guest Speakers:**

***Clark Murdock & Michèle Flournoy***  
***Center for Strategic and International Studies***

***Beyond Goldwater-Nichols:***

***U.S. Government and Defense Reform for a New Strategic Era***

Beyond Goldwater-Nichols (BG-N) recognizes that for the United States to fully seize opportunities and confront dangers in the 21st century, both DoD and its partners in the U.S. government must adapt to new strategic circumstances. The Department of Defense must adapt not only to the post-Cold War, post-9/11 security environment, but also must cope with many "hidden failures" that, while not preventing operational success per se, stifle necessary innovation and continue to squander critical resources in terms of time and money. The Beyond Goldwater-Nichols study team has concluded that the entire U.S. national security apparatus requires significant reforms to meet the challenges of a new strategic era.

Mr. Murdock, a senior adviser at CSIS, specializes in strategic planning, defense policy, and national security affairs. He has served in several senior Air Force posts directing long-range and strategic planning, headed the Policy Planning Staff in the Office of the Under Secretary of Defense for Policy, and served as senior policy adviser to House Armed Services Committee (HASC) chairman Les Aspin.

Michèle Flournoy works on a broad range of defense policy and international security issues as a senior adviser at CSIS. As a research professor at the National Defense University (NDU), she founded and led the University's Quadrennial Defense Review (QDR) working group. She has served as Principal Deputy Assistant Secretary of Defense for Strategy and Threat Reduction, and Deputy Assistant Secretary of Defense for Strategy, and has received numerous distinguished awards for public service.

**Please RSVP-acceptances only-via e-mail to [mwhitlow@potomacinstitute.org](mailto:mwhitlow@potomacinstitute.org) or by calling 703.525.0770.**

Sincerely,

Michael Swetnam  
Chairman and Chief Executive Officer

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