

**HARVARD UNIVERSITY**  
**HARVARD KENNEDY SCHOOL**  
Robert and Renée Belfer Center for Science and International Affairs



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July 1, 2025

Dear Michael,

I am very pleased to invite you to join the Belfer Center for Science and International Affairs at the Harvard Kennedy School as a Senior Fellow. I am thankful for your leadership and service to our country, with the Marines, CIA, and DoD, and I know that you will enrich the Belfer Center and wider Harvard community with your experiences and insights.

As a center that works at the nexus of science, technology, and international affairs, we hope to draw on your expertise and perspective across these fields to further inform our work. In particular our Intelligence Project fellows and affiliates will be eager to learn from your insights and experiences gleaned over your years of service.

This affiliation will be from July 1, 2025 through June 30, 2026, subject to renewal by mutual agreement. As a Senior Fellow, you would be entitled to fully participate in the activities of the Belfer Center, and to the use of libraries and other facilities at the Center and Harvard University. We invite you to take part in the intellectual life of the Center by interacting with students, fellows, faculty, and research staff.

We hope to engage you in our programming and visits to the Center during the academic year, as your schedule allows. As part of this programming, we will arrange for you to speak with faculty, students, and fellows through seminars, office hours, or other events.

In coming months, we look forward to working with you to mutually determine a research project that leverages your expertise and aligns with our research portfolio. To support this effort, we would be glad to pair you with a research assistant from the ranks of Kennedy School students. In addition, our Communications team is ready to support you in publishing reports, articles, and op-eds.

We are honored to welcome your intellectual contributions to the Harvard Kennedy School and Belfer Center and hope to see you on campus in the future.

Sincerely,

*Natalie O. Colbert*

Natalie Colbert  
Executive Director  
Belfer Center for Science and International Affairs  
Harvard Kennedy School