

# Department of Management

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To whom it may concern:

I am writing to recommend Takeshi Utsumi's work on a Global Early Warning System and on a Global University System. Dr. Utsumi is an unsung hero who is creating the modern world. I do not know anyone who has done more to extend the internet to developing countries. His idea is to use the internet and computer technology for education, medicine, and conflict reduction. His way of achieving these goals is imaginative and productive but not very visible. In addition to finding funds for various parts of his vision, he travels frequently describing his vision and putting people who respond into contact with each other. I am one of those persons.

For several years I have hosted at my university visiting scholars under the Junior Faculty Development Program (JFDP) of the U.S. Department of State. See <http://www.gwu.edu/~rpsol/visitsch.html>. When these scholars return home, I keep in touch with them via email and sometimes co-author papers with them. When I learn, through Utsumi's email list, that there is a project to extend broadband internet coverage to another part of the world, I forward the message to my friends in that region and encourage them to have their universities become connected to the new facilities. Hence, my friends and I are trying to be early adopters of the resources that Utsumi is working to create.

His email list not only reports on projects to extend internet coverage but also projects to use the internet for purposes of education, improved health care, and cooperation among researchers in many fields. Utsumi travels the world designing projects, promoting projects, describing his vision of collaboration for purposes of environmental sustainability, conflict resolution, and improved health and education made possible by cooperation through information technology. He reports on his travels and contacts he has made on his email list. To implement parts of his vision he has obtained money from the World Bank, the U.S. National Science Foundation, the Soros Foundation and other organizations, and he has brought many people into contact with each other who share his vision.

I first met Dr. Utsumi in the 1970s when I was a graduate student at the University of Illinois working at the Computer-based Education Research Laboratory. I encountered him again a few years ago as a result of my interest in academic globalization and the global network of universities. I learned that he was far ahead of me and indeed had been working actively in this field for several decades. I think your support for Takeshi Utsumi's work would be a very wise investment.

Sincerely yours,

A handwritten signature in black ink that reads "Stuart A. Umpleby". The signature is written in a cursive, flowing style.

Stuart A. Umpleby

Professor of Management and

Director, Research Program in Social and Organizational Learning