

## Appendix 3 – **GlobeSmart<sup>®</sup> Commander** **Technology Transmission Letter** (copy)

07 May 2007\*

Brigadier General Ernst Otto Berk  
Joint Experimentation Exercises & Assessment  
HQ, Supreme Allied Command Transformation  
North Atlantic Treaty Organization  
7857 Blandy Road, Suite 100  
Norfolk, VA 23551-2490

Dear General Berk,

The U.S. Army Research Laboratory (ARL) hereby extends use rights for the **GlobeSmart<sup>®</sup> Commander** cultural awareness training software to North Atlantic Treaty Organization Supreme Allied Commander Transformation headquarters (NATO HQ SACT). These rights are provided for NATO training purposes only, under the auspices of the Terms of Reference for the NATO Concept Development and Experimentation (CD&E) Project entitled Leader and Team Adaptability in Multinational Coalitions (LTAMC): Cultural Diversity in Cognition and Teamwork. Transfer of this product will facilitate the project's stated aim of improving the ability of NATO Response Force Headquarters personnel to better perform command and control functions through the understanding of culturally based cognitive differences that impact multicultural teamwork.

**GlobeSmart<sup>®</sup> Commander** was developed under a Small Business Innovative Research contract between the U.S. Army Research Laboratory (ARL) and Aperian Global, an international consulting company. This training tool is the primary deliverable for the "Leader and Team Adaptability in Multinational Coalitions" or **LTAMC** Concept Development and Experimentation (CD&E) project.

No training or support other than the documentation and training materials transmitted with this letter will be provided by either ARL or Aperian Global, with one exception. Aperian Global will provide original software which includes detailed documentation and on-line technical assistance to HQ SACT for 10 days after the effective date of transfer to ensure that the product is successfully installed on a NATO School host server. This date will be established by NATO and Aperian upon receipt of **GlobeSmart<sup>®</sup> Commander** at NATO HQ SACT. Any changes made to the hardware, software or content that adversely impact the functionality and use of **GlobeSmart<sup>®</sup> Commander** are not the responsibility of ARL or Aperian Global. Further, there are no licensing fees due to ARL or to Aperian Global.

Questions regarding **GlobeSmart<sup>®</sup> Commander** should be directed to Dr. Linda Pierce, **GlobeSmart<sup>®</sup> Commander** Project Manager ([lpierce@arl.army.mil](mailto:lpierce@arl.army.mil)), Ms. Debbie Patton, Learning with Adaptive Simulation Technologies Army Technology Objective (**LAST ATO**) Manager for the ARL Human Research and Engineering Directorate (HRED, [dpatton@arl.army.mil](mailto:dpatton@arl.army.mil)), or Dr. Janet Sutton, NATO **LTAMC** Project Manager ([janet.sutton@wpafb.af.mil](mailto:janet.sutton@wpafb.af.mil)).

I ask that you acknowledge receipt of this letter and your acceptance of its terms by signing as NATO representative on the endorsement below, and by faxing a signed and dated copy of this letter to "Mr. Frank

**APPENDIX 3 – GLOBESMART®  
COMMANDER TECHNOLOGY TRANSMISSION LETTER**

---



Morelli (ARL-HRED)” (FAX #: 410.278.9523). These actions will constitute acknowledgement of acceptance of *GlobeSmart® Commander* by NATO HQ SACT.

Sincerely –

\_\_\_\_\_ Date \_\_\_\_\_  
Frank Morelli  
Research Psychologist | NATO LTAMC Member  
U.S. Army Research Laboratory, HRED

The undersigned NATO representative acknowledges receipt of this transition letter from the US Army Research Laboratory dated 7 May 2007 regarding the transfer of use rights for *GlobeSmart® Commander* to NATO HQ SACT for NATO training purposes and agrees to terms contained therein.

\_\_\_\_\_ Date \_\_\_\_\_  
FOR NATO:  
Brigadier General Ernst Otto Berk  
Joint Experimentation Exercises & Assessment  
HQ, Supreme Allied Command Transformation  
North Atlantic Treaty Organization  
7857 Blandy Road, Suite 100  
Norfolk, VA 23551-2490

\*The *GlobeSmart® Commander* software package, including all documentation, was delivered to Supreme Allied Commander HQ on 31 May 07, receipt signed by Ms. Melanie Whitney.