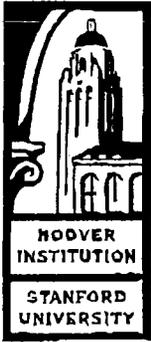


DCN: 8322



GEORGE P. SHULTZ

THOMAS W. AND SUSAN B. FORD

DISTINGUISHED FELLOW

VIA FACSIMILE
(703) 699-2735

August 1, 2005

Chairman Anthony J. Principi
 Defense Base Closure & Realignment Commission
 2521 South Clark Street, Suite 600
 Arlington, VA 22202

Dear Chairman Principi,

I live in the San Francisco area and am involved with higher education in a number of different ways. My association with Stanford goes back many years, and I am closely associated with Hoover Institution. I am also familiar with the fine work done by the Naval Postgraduate School in Monterey.

I'm writing to underline the importance of the Naval Postgraduate School to our national security. The school is the major provider of graduate education in most areas of direct concern to national security such as engineering, computer science, information technology, operations research, special operations, and homeland security. All curricula have a direct tie to the operating forces. No other school, including Stanford, could reasonably replicate what goes on at the Naval Postgraduate School.

The Naval Postgraduate School has an important impact on current and future foreign relations. There are 275 international students at the school from around 60 nations. These countries send their best and brightest young officers, people who will rise to leadership positions in their respective countries. Those officers study next to their American colleagues and form lasting friendships that will benefit our country for generations to come.

Foreign countries send their students to Monterey precisely because of the school's close ties to our defense structure, because of the world-class faculty, and because of the opportunity to study alongside U.S. officers from all services.

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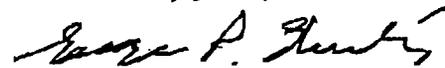
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The Naval Postgraduate School makes many other contributions to our foreign policy ranging from providing education to leaders from Eastern Europe in the Partnership for Peace program to sending teams of faculty to emerging democracies (including Iraq) to help build democratic institutions.

I believe that the importance of the Naval Postgraduate School will grow significantly in the future. I support not only keeping the School open but also expanding its enrollment well beyond the 1,600 students now in residence. From what I understand, it offers the most cost-effective way to provide this truly world-class education.

Attached is a memo that sets out additional impressive activities of the Naval Postgraduate School. Thank you for your careful consideration of the school and its essential contributions to our nation's security.

Sincerely yours,



George P. Shultz

Attachment

**NAVAL POSTGRADUATE SCHOOL (NPS)
National Security Initiatives**

- **International Education**
 - Former Secretary of State Colin Powell designated NPS as *the* U.S. Partnership for Peace education and training institution.
 - NPS has 275 international students from about 60 nations who are enrolled in on-campus degree programs.
 - NPS hosts the Defense Resource Management Institute (DRMI), which reports to the Office of the Secretary of Defense.
 - In 2004, DRMI taught 554 students from 92 other nations in 17 courses.
 - 324 students were taught in 9 courses on location in other countries.
 - Several years ago, NPS formed the Center for Civil Military Relations (CCMR) and the Institute for Defense Acquisition Resource Management (IDARM).
 - In 2004, CCMR and IDARM taught 3,562 students from 91 other nations. Of those students, 2,691 were taught in other countries.
 - Additionally, CCMR taught 11,136 students in residence and at other CONUS locations in 2004.
- **NPS plays a central role in fulfilling the recent Department of Defense's regional and language competency directive.**
 - NPS has an extremely strong regional studies faculty (2 from MIT, 8 from Stanford, 11 from the University of California, 8 from Harvard, 2 from Princeton, and 1 from Yale).
 - NPS already supports education and research about the Middle East, Europe, Africa, Latin America, China, Northeast Asia, and Southeast Asia.
 - NPS and the Defense Language Institute (DLI) are both in Monterey and cross-enroll students. NPS and DLI offer programs combining regional and language studies to officers assigned as students to NPS or DLI.

- **NPS is playing an important role in the global war on terrorism.**
 - **NPS has a remarkable faculty organized to conduct interdisciplinary education and research on the war on terrorism. NPS faculty with doctorates in electrical engineering, astronautics, operations research, history, political science, meteorology, computer science, physics, and oceanography are all involved in the war on terrorism.**
 - **NPS offers courses on terrorism that provide an in-depth examination of the origins, nature, and political/military roles of contemporary international terrorism. The courses examine the early history of terrorism, the contending theories that purport to explain the sources of terrorist behavior, the different types of terrorism and terrorist actions, and the challenge international terrorism poses for American interests and foreign policy. Functional topics, such as the special problems posed by state-sponsored terror, are also covered.**
 - **Courses have proven value; materials have been used by operational forces to develop strategies for dealing with terrorists.**
 - **NPS faculty go the extra mile to deliver this knowledge to the war fighter. The Regional Security Education Program (RSEP) sends teams of NPS faculty to all East and West Coast Navy and Marine Carrier Battle Groups and Expeditionary Strike Groups to enhance their understanding of the history, culture, and politics of the regions in which they operate. Faculty also work with deploying National Guard Units (Leader Development and Education for Sustained Peace) (LDESP) and Marine Units (Tactical Culture for Marine Expeditionary Forces) (TCMEF) deploying to Operation Enduring Freedom to improve their situational and cultural awareness.**
 - **NPS performs research that has proven critical to defeating the threat of terrorism. Research has fielded new technologies for self-forming/self-healing mesh networks as well as new capabilities for persistent surveillance, reconnaissance, and targeting. The fielding of these new technologies was accomplished well inside the amount of time normally required to acquire and field such technologies.**
 - **NPS has developed significant partnerships to meet this goal. For example, the NPS Center for Intelligence Research has been collaborating with the intelligence community in support of national security objectives, which include support for classified research initiatives.**
 - **NPS has already received accolades for our work in the area of information operations. Since information operations are so vital in a low-intensity conflict, the Secretary of Defense has designated NPS as the informational operations center of excellence to support DOD initiatives to better integrate information operations, including psychological operations and computer network attacks, into battle plans.**

- NPS faculty are currently undertaking a major research initiative for the Department of Energy on strategic stability in South Asia, and are undertaking a study of the interaction of weapons of mass destruction (WMD) proliferation and globalization for the Threat Reduction Agency. NPS faculty also are completing studies of regional differences among terrorist financing networks and the nexus of terrorist organizations and clandestine WMD networks. In the fall, they will host several major conferences that place these threats in a larger strategic context.
- The U.S. Department of Homeland Security Office for Domestic Preparedness and the Naval Postgraduate School Center for Homeland Defense and Security have partnered to offer the first homeland security master's degree in the United States. This degree is fully accredited and provides leaders with the knowledge and skills to:
 - Develop strategies, plans, and programs to prevent terrorist attacks within the United States and reduce America's vulnerability to terrorism;
 - Build the organizational arrangements needed to strengthen homeland security, including local, state, federal, civil-military, and inter-agency cooperation; and
 - Help mayors and governors make improvements in homeland security preparedness by conducting "real world" actionable policy development work.
- Joint and inter-agency enrollments at NPS
 - Guidance for the new Quadrennial Defense Review emphasizes the requirement to increase inter-agency cooperation.
 - NPS has students on campus from all U.S. services: Navy (777); Air Force (264); Marine Corps (229); Army (99); and Coast Guard (5).
 - Off campus, NPS has over 500 students in degree programs in fields such as homeland security, software engineering, systems engineering, program management, and contract management.
 - These students come from all of the U.S. services.
 - Students from federal, state, and local governments are enrolled in the homeland security master's program.