



CENTER FOR LANGUAGE STUDIES
Office of the Director

BRAC Commission

July 25, 2005

JUL 28 2005

Received

Chairman Anthony Principi
2005 Defense Base Closure and Realignment Commission
2521 S. Clark St., Suite 600
Arlington, VA 22202

Dear Chairman Principi and members of the Commission,

As the former Chancellor of the Defense Language Institute in Monterey, I was pleased to read about the possible consolidation of the Naval Post Graduate School and the Defense Language Institute in Monterey. This idea has surfaced before, but it was not implemented. While such a consolidation made sense both academically and financially, the concept has been rejected in the past because the two schools were operated by different branches of the Armed Services. However, in today's era of "jointness," this past lack of inter-service collaboration should no longer stand in the way of doing what makes imminent sense.

Four points are clear:

1. Both NPS and DLI have independently established well-deserved reputations for excellence.
2. Because of their "exempt" pay systems, there would not be any savings in faculty salaries if the schools were relocated.
3. There is an opportunity to reduce total operating costs by eliminating current duplications in the schools' support services.
4. Several of the academic programs in both schools could be further enhanced by the collaboration which would be fostered if the NPS and DLI programs belonged to the same organization.

Point number 1: The Naval Postgraduate School with about 550 faculty fills a unique role in providing graduate programs in the sciences, engineering, management, and international studies that are tailored to specific DOD needs and are regularly reviewed by boards of DOD personnel who utilize the graduates of these programs. The operation of the Defense Language Institute with nearly 1200 academic faculty is also overseen by a board with representation from all of the DOD Services and Agencies with foreign language needs. Based on the guidance of this language policy board, DLI has developed instructional programs that teach and test the languages needed to meet national security needs (rather than the languages offered at traditional universities) – and it teaches those languages to higher levels of proficiency than is attained by college foreign language majors at other institutions.

Point number 2: As with any university, about 80% of the cost of operations is faculty salaries. However, the salary scales used at the NPS and DLI are based on national market data rather than on local cost-of-living calculations. This means the current salary scales would not change and no savings would be realized if the schools were relocated to another area with a lower cost-of-living index.

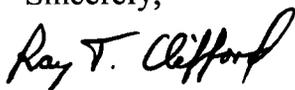
Point number 3: The viability of a consolidated DOD university is validated by the organizational structure of major universities. Just as every major university includes multiple colleges as diverse as humanities and engineering – all of which are supported by a single organizational infrastructure, the DLI and NPS programs could, despite their separate missions, share major academic support functions. Such a consolidation would reduce redundancy and create savings in major support areas such as admissions, budgeting, faculty recruiting, academic pay setting, class scheduling, instructional technology, information management, institutional research, and facilities maintenance.

Point number 4: The consolidation of NPS and DLI programs could further strengthen programs in both schools. For instance, the NPS international programs would benefit from the participation of DLI faculty who were raised in the countries and regions covered in those courses. Foreign students attending NPS courses could serve as “native informants” in DLI language classes. The instructional technology divisions at both schools could share programs and authoring systems.

In sum, whether the combined school would be headed by a civilian president or a military officer assigned on a rotational basis from each of the participating Services, the creation of a single consolidated DOD university would have both financial and academic advantages.

If there is interest in pursuing this concept, I would be glad to discuss the details of how such a consolidation might be accomplished.

Sincerely,



Ray T. Clifford
Director, Center for Language Studies
3086 JFSB
Brigham Young University
Provo, UT 84602

cc: Mayor Dan Albert, City of Monterey