

# Naval Postgraduate School and Defense Language Institute – Adding Value to our Nation’s Security

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Defense Base Closure and Realignment Commission  
Regional Hearing  
August 8, 2005



# Monterey Bay Crescent..



DCN 7355

# Naval Postgraduate School Mission

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- Graduate education programs targeted to officers from all U.S. military services, more than 60 allied nations, and DoD civilians
- An extraordinary research program tailored specifically to Defense issues
- Respected project and research support to war fighters around the globe
- *All programs focused on military and national security needs!*



# Naval Postgraduate School Overview

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- Approximately 1,700 resident graduate students and 725 distance learning students
  - Approximately 60% of student body are USN and USMC
- Approximately 49,000 (1800 FTE) Short Course students annually
- 41 Resident Masters and PhD programs
  - Samples: Defense Analysis, Information Assurance, Information Warfare, Undersea Warfare, Combat Systems, Homeland Security
- Education delivered to more than 100 countries
- Curriculum is not found in public institutions
  - The things that make NPS curriculum distinctive are things critical to the readiness and operational effectiveness of the force
  - Rated by DoD as the highest military value educational institution



# NPS Overview (continued)...

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- \$76,239,000 direct Congressional Appropriation
- \$109,102,541 Reimbursables Research/Education
- Student salaries estimated at \$170,900,000
- 525 faculty
  - 242 tenured/tenure track (99% have PhD)
  - 10% are military personnel with strong academic credentials and operational expertise
  - No teaching assistants
- 466 staff
- 180 permanent party military
- Receives incoming students 4 times/year, programs run year-round



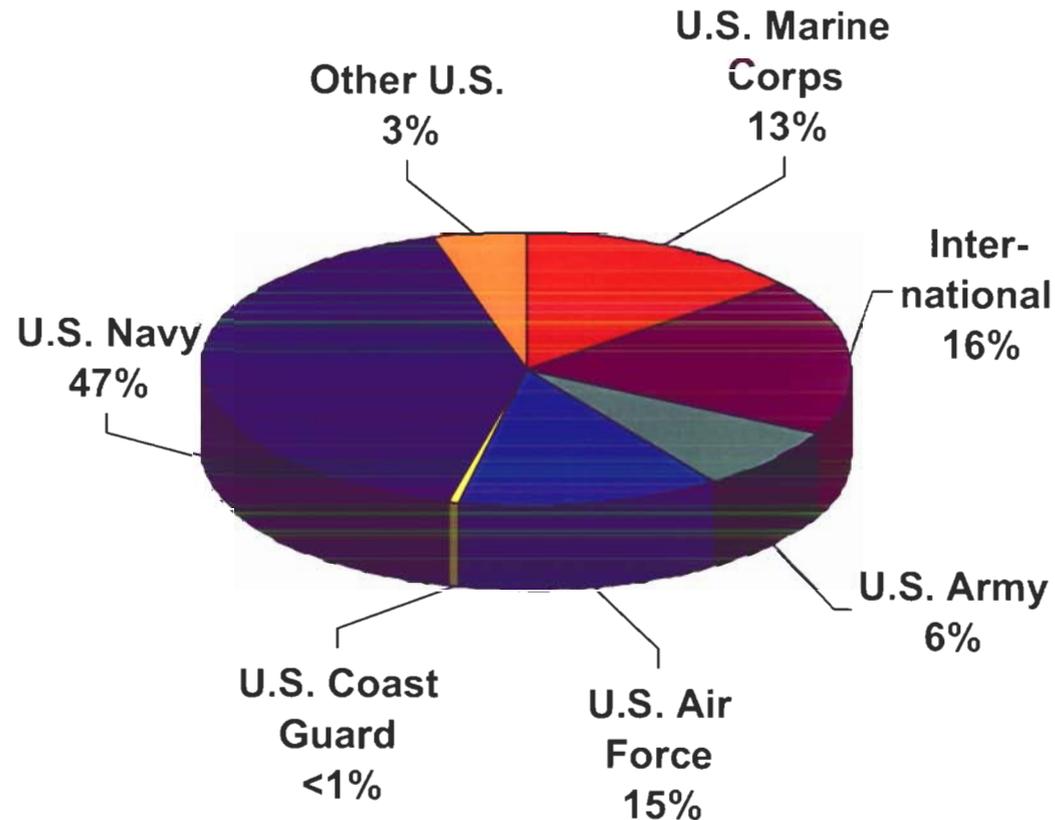
# More than a Masters degree...

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- NPS Curricula can be divided in four interlocking phases...
  - Skill reconstruction and preparatory study
  - Graduate level courses leading to a Masters degree
  - Research topic and professional enhancement courses
  - Joint Professional Military Education courses
  
- Taken together, more than 100 hours of credit compared to approximately 40 hours typical of a Masters degree



# NPS Students – a Joint and International Student Body



Resident Degree Program Enrollment  
(Summer 2005)



# Global Reach...

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*300 resident degree students from  
60 allied nations...*

*...many go on to become significant  
Military and National leaders!*



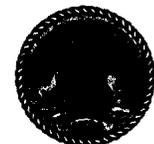
# NPS: Unique Military Value

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*“We considered closing or realigning NPS, but my concern was there was too much value going forward for the Nation – more value now, in this kind of war, than ever in the past.”*

**Gordon England**

- Specialized curriculum focused on winning the War on Terrorism
  - MA in Defense Analysis for Special Forces officers (unique in Nation)
  - MA curriculum in Stability Operations and Post-Conflict Reconstruction (unique in Nation)
  - MA in Homeland Defense and Security (only one in Nation sponsored by DHS and NORTHCOM)
  - Counter-Terrorism, Intelligence, Undersea Warfare, Combat Systems



# Extraordinary support to war fighters – many with classified components...

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- ❑ Regional Security Education Program deploys faculty to conduct seminars on Carrier Battle Groups sailing to operating areas (USPACOM)
- ❑ Leadership Development for Sustained Peace (USCENTCOM)
- ❑ Mobile Education Team programs worldwide (State Department)
- ❑ Protection against Improvised Explosive Devices (OSD)
- ❑ Ad hoc wireless networks to support tsunami relief (USPACOM)
- ❑ Surveillance and Target Acquisition Networks (USSOCOM)
- ❑ Helicopter Brownout (USCENTCOM)



# Research focused on National Security

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- Computer security and information assurance
- Classified research in Maritime Domain Awareness, various GWOT topics
  - Heavy use of on-campus SCIF
- Remotely Piloted Aircraft, Autonomous Underwater Vehicles, and Network research
  - Utilizes Fort Hunter Liggett, Camp Roberts, Fort Ord MOUT, Marina Airport, Monterey Bay
- Virtual Training Technologies
- Strategies to counter violent extremism



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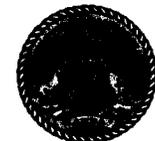
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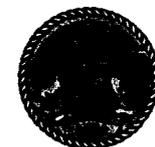
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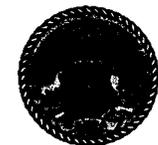
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# Recent NPS Initiatives...

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- Iraqi voice authentication project with DLI (at request of DepSecDef)
- Mobile Education Teams for U.S. governors in Homeland Security (DHS)
- Classified Homeland Defense Masters Degree (Northern Command)
- Center for Stabilization and Reconstruction Studies (State Department)
- United States' only Partnership for Peace Education Center (SecState)
- Strategic role in “Defense Language Transformation Roadmap” (DepSecDef)
- Designated “Information Operations Center of Excellence” by DepSecDef
- Joint Intelligence Education and Training Portal with NSA (includes DLI)



# NPS integrates DoD, DHS, DOE, and State Department Programs...

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- ❑ NPS conducts the Nation's *only* MA curriculum sponsored and funded by DHS (100 students from across the United States)
- ❑ NPS conducts the Nation's *only* MA curriculum in Stability Operations and Post Conflict Reconstruction, sponsored by Ambassador Pascual (State Dept Coordinator for Post Conflict Reconstruction)
- ❑ Secretary of State Powell designated NPS to be the Nation's *only* Partnership for Peace Training Facility
- ❑ International Peacekeeping, many other NPS programs also sponsored by State Department
- ❑ Maritime Nuclear Detection with Lawrence Livermore, sponsored by DOE



# NPS Foundation...

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- ❑ \$1 million in support to NPS this year to August
- ❑ Transformation Center
  - 15 corporate members and growing
  - Cooperative research with NPS
  - Technology Transfer facilitation
- ❑ Close geographic proximity to innovative high tech companies allows easy integration with NPS research programs on information technology and security, etc.

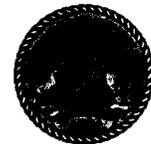


# Defense Language Institute Mission

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*Produce operationally proficient military linguists...*

- Foreign Language Education and Training
  - Basic, Advanced, and Specialized courses at Presidio in 26 languages
  - Contracted courses through DLI offices in Washington, D.C.
- Foreign Language Sustainment and Support
  - Refresher/enhancement training via Distance Education
  - Assistance to Command Language Programs for units and linguists
  - Mobile Training Teams, VTC links, electronic and written materials



# DLI Mission (continued)...

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- Foreign Language Assessment and Testing
  - Develop/control Defense Language Proficiency Tests for all DoD linguists
  - Defense Language Aptitude Battery for prospective language students
  - Over 30,000 tests administered each year
  - DoD's advisor on foreign language programs
- Foreign Language Research and Evaluation
  - Improve teaching techniques for resident courses and distance education
  - Keep training materials current with constantly changing languages
  - Technical control of all DoD language training, except service academies
- IET Soldierization



# Defense Language Institute Overview

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- Housed at the Presidio of Monterey
- Accredited by Western Association of Schools and Colleges
- 3,660 resident students from all the services
  - 7 hours of class, 3 to 4 hours of homework each day
- Distance learning sustainment for every active duty linguist
- 1,200 faculty, growing to 1,600 by FY 08
- 400 Staff
- \$160 million annual budget and growing steeply



# DLI Faculty

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- ❑ 1,200 civilian faculty from over 40 countries around the world
  - 800 teaching resident classes in teams of 6
  - 300 developing curricula and testing, training faculty, Mobile Training Teams, Distance Education, Command Language Program assistance, administration
  - 98% are native speakers of languages taught
  - 580 hold advanced degrees
  - 50 currently working on MAs in Language Teaching at MIIS
- ❑ Faculty Pay System instituted in 1997 by authority of Congress
  - Replaced the older General Service grades
  - Highly flexible pay bands for academic ranks based on national market data
  - Pay increases based solely on performance – no COLA or longevity raises
- ❑ 100 Military Language Instructors also teach and mentor service members



# DLI vs. U.S. Universities (2004)

Language	Total Civilian BA Degrees	DLI Graduates
Arabic	26	521
Farsi	0	157
Korean	0	369
Chinese	243	169
Russian	396	274

- ❑ DLI graduates complete studies in 12-18 months vice 4 years
- ❑ DLI graduates regularly achieve higher proficiency than university grads
- ❑ DLI prepares linguists with the practical language skills required in strategic and tactical environments



# Presidio of Monterey Overview

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- 392 acres at POM with 771 acres at Ord Military Community
- \$40 million annual facilities budget
- 2,168 unit RCI project (joint with NPS) underway
- Public Works Services provided by City of Monterey
  - AAA audit documents 49% savings in BASOPS and fire protection



# AAA Comments...

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*...Army has achieved significant savings...by contracting with the local Municipal Agency for some BASOPS services...*

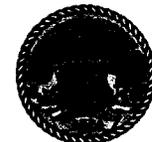
*...In addition to reduced costs...benefits include the quality and timeliness of services provided...*



# Other DoD assets add to the mix!

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- Fleet Numerical Meteorology and Oceanography Center
  - Weather and oceanographic-related products for forces around the globe
- Naval Research Laboratory
  - Meteorological and oceanographic research and development
- Defense Manpower Data Center
  - Database systems, identity authentication, research (critical for Homeland Defense)
- Defense Personnel Security Research Center



# Quality of Life Considerations...

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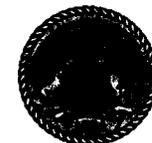
- 2,168 unit RCI project underway for NPS and DLI
  - Land and water exists to develop additional units
- Earlier medical care challenges solved!
- Supportive community, MWR opportunities, access to a variety of educational and professional opportunities for family members



# Monterey Community supports DoD...

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- Monterey's fiber optic Institutional Network provides more broadband/Internet capacity to NPS for \$88,000/year than could be secured via the phone company for \$1.5 million/year
  - A subset of this network now interconnects all DoD organizations in the region for further mission opportunities and savings
  
- Monterey's base operations support initiatives are saving millions!



# Privatization does not make cents!

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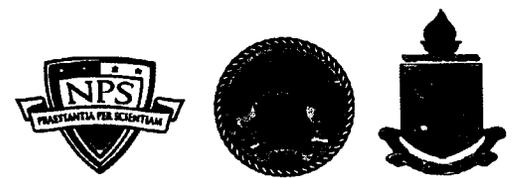
- ❑ *Navy purports in its COBRA to save more money than it is spending on NPS!*
- ❑ Navy's COBRA analysis regarding closure/privatization is seriously flawed
  - Ignores tuition for non-DoN students - *\$26,000,000 additional cost!*
  - Ignores short courses and extra JPME costs - *\$87,104,220 additional cost!*
  - Ignores the fact (and student salary impacts) that advanced degrees take longer at civilian institutions - *\$40,344,000 additional cost!*
  - Ignores reimbursable research and BASOPS - *\$78,000,000 additional cost*
- ❑ In reality, privatization would *cost an additional \$142.42 million/year* as opposed to the \$89.5 million/year savings contemplated by Navy COBRA



# NPS Privatization Costs...

University	\$ Per Qtr Unit	Cost/Student/Year \$ (64 Units)	Total \$ Cost/Year	Annual Cost \$ Compared to NPS	Twenty Year Additional Cost \$
NPS	520 <sup>1</sup>	33,333	70,000,000	---	---
Stanford	1068 <sup>2</sup>	68,352	143,539,200 <sup>3</sup>	+73,539,200	+1,470,784,000
MIT	949	60,736	127,545,600	+57,545,600	+1,150,912,000
Columbia	1100	70,400	147,840,000	+77,840,000	+1,556,800,000
George Mason	550	35,200	73,920,000	+3,920,000	+78,400,000
UC Irvine	676	43,297	90,925,333	+20,925,333	+418,506,666
Carnegie Mellon	916	58,624	123,110,400	+53,110,400	+1,062,208,000
U of Michigan	853	54,592	114,643,200	+44,643,200	+892,864,000
Harvard U.	900	57,600	120,960,000	+50,960,000	+1,019,200,000

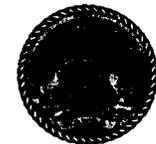
<sup>1</sup> NPS Cost per Qtr Unit is found by dividing the total mission funds by the total number of units taught per year.  
<sup>2</sup> Civilian tuition and fees are found from the respective institution's website and normalized to Qtr Units  
<sup>3</sup> Total cost is computed using per unit cost, 2,100 students and 64 units/student/year



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*For years, people have suggested that it might be possible to privatize NPS by sending officers to traditional universities. This option has been explored repeatedly, and each time it has proven to be a red herring...It is impossible to find a private sector substitute for the unique, creative environment that produces research and education of direct and immediate relevance to the needs of today's war fighter.*

ADM (Ret) James Watkins  
Former CNO  
Former Secretary of Energy



# Privatization does not make sense!

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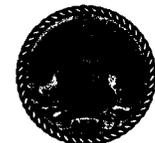
- NPS and DLI missions are described by DoD as core competencies that should not be outsourced
  - Civilian educational leaders concur that NPS curriculum and research program can *not* be replicated at civilian universities.
  - DLI has more full-time faculty specializing in the teaching of foreign languages than are employed by all of the top 100 U.S. Universities combined.
- Privatization undermines military value
  - Navy's Privatization scenario completely ignores the NPS reimbursable research program.
  - Navy's privatization scenario completely ignores the project and research support to war fighters around the globe.
- Research concludes that 75% of those students completing NPS would not have been accepted at top-level civilian universities because
  - NPS program re-acclimates mid-career officers to the classroom
  - NPS program gives liberal arts undergraduates the foundation necessary to pursue an advanced degree in engineering, science, operations research, etc.
- Interaction with international students is lost!



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*I'm writing to underline the importance of the Naval Postgraduate School to our national 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...I believe that the importance of the Naval Postgraduate School will grow significantly in the future.*

**George Shultz**  
Former Secretary of State



# Relocation to Ohio is a bad idea!

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- The key to military value at NPS and DLI is the human infrastructure
  - It took decades to assemble
  - It does not exist elsewhere
  - It will not move and would take 12 to 15 years to replicate
  - What happens to our national security during the transition period and beyond?
- The value added associated with the Monterey-area research/education assets would be lost
- *The cost to replicate the NPS/DLI academic plant at Wright-Patterson is estimated at \$1.38 billion!*



# Relocation to Ohio does not pencil out!

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- Using certified data, COBRA analysis of a potential NPS move to Ohio indicates...
  - *Potential* savings of \$9 million/year
  - One-time costs of \$522 million to build new facilities and \$85 million to move
  - Overall, a 100+ year payback, if ever
- Numerous unknown costs of moving NPS – disruption of critical programs during wartime

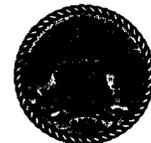


# 1993 BRAC Commission Findings

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*It was apparent more efficient methods of base-operations support were not explored, specifically a consolidation with the Naval Postgraduate School also located in Monterey. In addition, other alternatives have not been explored, such as a commercial-activities contract with the local communities for base-operations.*

**Excerpt from 1993 Defense Base Closure  
and Realignment Commission Report**



# 1993 BRAC Commission Recommendation

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*Consolidate base-operations support with the Naval Postgraduate School by interservice support agreement. The Department of Defense will evaluate whether contracted base-operations support will provide savings for the Presidio of Monterey.*

**Excerpt from 1993 Defense Base Closure  
and Realignment Commission Report**



# Opportunities in Monterey for BRAC 2005 to consider...

- Installation Management can be better integrated and coordinated
  - 2 installations under different ownership (and surrounded by City) beg a different way to do things
  - Installation management consolidation could create 10% to 20% additional classroom capacity at POM to accommodate expected mission growth.
  - BRAC 1993 directed some change, not all was implemented
- NPS/DLI/AFIT Alliance should be strengthened!
  - Examine creation of overarching National Security Research University to further leverage the Alliance's service to the Nation
    - Title 10 changes would be required
  - Uniqueness, agility, core focus of each partner needs to be maintained
  - **Responsiveness to war fighter needs must remain paramount!**



# Regarding AFIT to Monterey...

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- Monterey has no desire to recruit another community's mission
- Recent AFIT/NPS MOU coordinates curriculum and research
- Strengthen the governing structures for these organizations and keep them in place
- AFIT would suffer mission disruption if moved



# Existing NPS/AFIT Relationship

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*Per SecNav and SecAF decision, 12/4/2002...*

- Duplication Eliminated
  - Moved Meteorology from AFIT to NPS
  - Moved Acquisition from AFIT to NPS
  - Moved Aerospace Engineering from NPS to AFIT
  
- Collaborations Pursued
  - USAF Col is NPS Deputy and USN CAPT is AFIT Deputy
  - Created Joint Oversight Boards for Meteorology, Space, Acquisition, and Aeronautical Engineering
  - Numerous other joint projects and working groups underway



# Summary...

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- NPS and DLI receive much of their mission value by their relationships in Monterey
- Privatization of either NPS or DLI destroys military value and is cost prohibitive
- Relocation of NPS and/or DLI to Ohio is cost prohibitive and dangerously disrupts mission
- Opportunities exist for efficient and effective installation and mission integration in Monterey



# Recommendations...

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- ❑ Do not privatize NPS, AFIT, or DLI
  - Doing so would destroy military value and be cost prohibitive
- ❑ Do not relocate NPS, AFIT, or DLI due to cost and mission disruption
- ❑ Do consider realigning Monterey installations to minimize duplicate installation overhead and to capitalize on the unique relationship with Monterey that further eliminates duplicate overhead
- ❑ Do strengthen NPS/DLI/AFIT Alliance
  - Examine creation of overarching National Security Research University to further leverage the Alliance's service to the Nation
    - ❑ Title 10 changes would be required
  - Uniqueness, agility, core focus of each partner needs to be maintained
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## What Opinion Leaders across America have to say about Monterey's Naval Postgraduate School...

*I'm writing to underline the importance of the Naval Postgraduate School to our national 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...I believe that the importance of the Naval Postgraduate School will grow significantly in the future.*

George Shultz  
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*NPS conducts research programs that simply do not exist at civilian institutions...For years, people have suggested that it might be possible to privatize NPS by sending officers to traditional universities. This option has been explored repeatedly, and each time it has proven to be a red herring...It is impossible to find a private sector substitute for the unique, creative environment that produces research and education of direct and immediate relevance to the needs of today's war fighter.*

ADM (Ret) James Watkins  
Former CNO  
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*Education is a core competency of the Department, and relying on the private sector to fulfill that requirement is too risky.*

ADM (Ret) Vern Clark  
Former CNO

*NPS has always been highly responsive to national security needs, creating or modifying programs in response to today's demands and tomorrow's problems...it is the only research university in the world that is focused exclusively on national security issues.*

Richard C. Atkinson  
President Emeritus, University of California

*NPS is unique and differs from other universities in ways highly cost-effective for DoD.*

David Ward, President, American Council on Education

*We considered closing or realigning NPS, but my concern was there was too much value going forward for the Nation – more value now, in this kind of war, than ever in the past...NPS educates a lot of military officers from other countries...and that is hugely valuable in this world...*

Deputy Secretary of Defense Gordon England  
May 17, 2005 Testimony to BRAC Commission

*It is impossible to get a quantitative measure of the impact of an institution such as the Naval Postgraduate School. What one has to do is to look at the record of achievement of the graduates.*

Hans Mark  
Former Chancellor, University of Texas

*The NPS provides high quality instructional programs comparable to the Nation's best graduate schools. It has tailored its efforts to meet the particular needs of the U.S. armed forces, carefully aligning its instructional and research programs with current national defense and homeland security priorities...The fact that there are currently over 1,600 "corporate universities" is evidence that most large companies find that building in-house capability is not only essential for recruiting employees but frequently more cost-effective than relying primarily upon outsourcing education programs from traditional colleges and universities.*

James J. Duderstadt  
President Emeritus, University of Michigan

*...assuming a fixed educational content, curriculum completion in a civilian institution will take longer to complete. This added time is due to the efficiency of the year around program at NPS when compared to the academic scheduling in civilian institutions...In my opinion, the content of all curricula at NPS is carefully crafted and highly focused on military issues and technology. Needless to say, this would not be the case in civilian institutions.*

Robert Fossum  
Former Director of DARPA

*These institutions, both public and private, represent a unique combination of talent that has both relied on and has contributed to the excellence and effectiveness of the NPS and DLI. The unique intellectual capacity of this region with complimentary missions creates a synergy that would be impossible to reproduce in any other location.*

Denice D. Denton  
Chancellor, University of California Santa Cruz

*However, it today's era of "jointness," this past lack of inter-service collaboration should no longer stand in the way of doing what makes sense...The viability of a consolidated DoD university is validated by the organizational structure of major universities.*

Dr. Ray Clifford  
Former Chancellor, Defense Language Institute

*It has come to my attention that some individuals believe that the programs offered by the Naval Postgraduate School can be quickly and inexpensively replicated at other institutions of higher learning. I do not believe this to be the case.*

David Ward  
President, American Council on Education

*The advanced degree programs offered by NPS are distinct from those offered at "civilian" universities...These additional requirements are reflected in the fact that NPS students enroll in approximately 128 quarter units in completion of their program requirements at NPS. At most universities, they would only complete between 36 and 45 quarter units for a master's degree...In my opinion, the NPS is a great military asset that has evolved over the last 100 years to be the most outstanding defense graduate education university in the world.*

Henry T. Yang  
Chancellor, University of California Santa Barbara

*The Naval Postgraduate School has been recognized for effectively anticipating an increasingly changing security and technological environment...The agility of NPS seems largely due to a unique mix of U.S. officers and faculty, who are engaged together in a challenging research environment focused on national security...I would ask you to consider a continuing role for NPS: to provide focused educational programs for the total force, including both our enlisted and civilian members, and those civilians who support our efforts In the overall national security workforce.*

Arden L. Bement, Jr.  
Director, National Science Foundation

*...the unique assets of the Naval Postgraduate School provide valuable contributions to our programs...we believe that the partnership with the Naval Postgraduate School, through its extensive experiment testing programs, operationally experienced faculty and student body, and alliances with DoD, the Services, and the Commands and nearly forty defense contractors, will greatly enhance the transfer of Laboratory technologies and software in support of U.S. national security.*

Cherry A. Murray  
Deputy Director for Science and Technology  
Lawrence Livermore National Laboratory

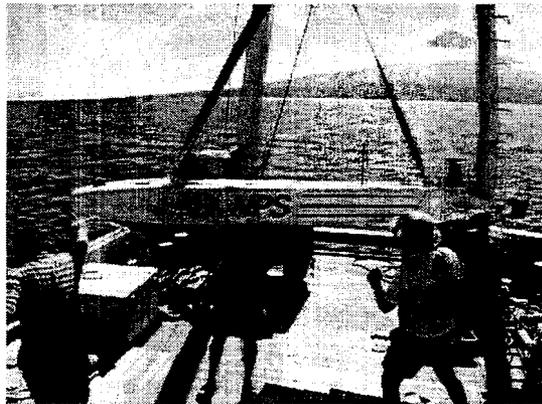
*...to urge the Commission to adopt the option of combining the Defense Language Institute and Naval Postgraduate School into a single educational and training organization...I believe that my professional experience enables me to provide useful insights into the desirability of this...Many policymakers do not realize that NPS is a leading center of strategic and area studies in the United States. While civilian universities were abandoning their programs in security and area studies at the end of the Cold War, NPS bolstered its programs geared to prepare today's war fighters.*

Robert G. Gard Jr., PhD, LTG, USA (Ret)  
First Operating President, NDU  
Former President, Monterey Institute of International Studies  
Former Member, NPS Board of Advisors



**NAVAL POSTGRADUATE SCHOOL**  
**SUPPORT FOR COMBATANT COMMANDERS**  
**and the**  
**OFFICE OF THE SECRETARY OF DEFENSE**

*The Naval Postgraduate School's unique combination of operationally experienced students and defense-oriented faculty provide a superb setting to conduct interdisciplinary research on complex issues related to national and homeland defense. As such, many of the research and academic programs at NPS relate to the operational level of war. A number of projects at NPS are performed directly for or in support of the various U. S. Combatant Commands, or are conducted side by side the Commands as part of larger integrated field experiments. Other NPS projects support or are supported by the Office of the Secretary of Defense (OSD). While many of these projects are classified, below are some unclassified examples of NPS support to the Commands, Fleets & OSD.*



***USPACOM***  
***Pacific Command***

**Campus-Wide Integrated Project to Study Undersea Warfare in the Littoral.** Thirteen System Engineering and Analysis students will lead a campus-wide integrated study on the challenges of Undersea Warfare in the Littoral. This work will focus on most challenging threats and will involve coordination with COMPACFLT, ASW Command, and TF ASW.

**Campus-Wide Integrated Project to Study Maritime Counter-Terrorism in Southeast Asian waters.** Twenty System Engineering and Analysis students are leading a campus-wide integrated study on defeating maritime terrorism and pirate-supported terror in the Southeast Asia waterways. NPS Singapore students will be integrated into this study. PACOM Science Advisor is aware of this project in consonance with PACOM's maritime domain ACTD proposal.

**Coalition Operating Area Surveillance & Targeting System (COASTS).** Develop and implement low cost, state-of-the-art, unclassified testbeds in partnership with coalition allies to reduce or mitigate border and port security vulnerabilities, and leverage & expand research through other NPS programs. COASTS uses sensors on manned and unmanned platforms, in combination with 802.11 and 802.16 wireless technologies to provide situational awareness overlay. Participants include USPACOM, NSA, US Border Patrol, US Coast Guard, Coalition Partners, Thailand (current), Singapore, Korea & others (proposed).

**Southeast Asia Tsunami Relief: Hastily Formed Networks—Phuket & Khao Lok, Thailand.** Taking advantage of a pre-arranged visit to Thailand by NPS faculty, NPS was able to support tsunami relief operations “on the fly”, providing broadband internet to victims, families, NGOs, local government, media, and volunteers. NPS organized a team of participants from COASTS (a NPS integrated research project), and in-country agencies to set up a hastily formed network ISO tsunami relief. Many lessons were learned and reported. NPS faculty returned in mid-February and mid-March to enhance the network and build in redundant, remote monitoring/imaging capability.

**Joint Defender TBMD Modeling.** A PC-based operational planning tool for use by area air defense planners is being developed by Operations Research faculty and students. This model was tested in an unclassified Korean scenario and used to aid Naval War College in PACOM CONOPS (Concept of Operations) evaluation. It is being evaluated by NWDC staff for further development.

**Unmanned Vehicle TACMEMO Development and Field Experimentation.** In addition to TACMEMO (Tactical Memorandum) development for utilizing UAVs in Maritime Missions, NPS faculty and students are designing a field experimentation program with Singapore and Thailand for use of UAVs for ISR.

**Regional Security Education Program (RSEP).** NPS faculty teach on Carrier Strike Groups and Expeditionary Strike Groups in-transit, delivering graduate level education to forward-deploying forces, to enhance their strategic situational awareness and enable them to understand the regional threat environments in which they operate. Using in-person lectures, direct interaction with regional experts, and a supporting website, RSEP provides strike group Commanders critical and timely regional security knowledge, strategic level perspective, knowledge in support of forward engagement, theater security operations, bilateral/coalition cooperation, improved mission planning and current cultural and societal issues. Past presentations have focused on Middle East, Iraq, NE and SE Asia, DPR Korea, Horn of Africa, and China.

**Maritime ISR and Detection (MISRAD).** NPS hosted an inter-agency workshop on MISRAD under the auspices of PACOM. The workshop looked at the end-to-end supply chain that moves containers from the overseas manufacturer through the maritime traffic system to ports in the US. The particular focus of MISRAD is on WMD, particularly nuclear devices and special nuclear materials. The MISRAD group brings operators, sensor producers, intelligence professionals, port operators and shippers together to attack this problem from all sides.

**Maritime Domain Protection.** NPS drafted a proposed National Maritime Domain Protection Architecture with Concept of Operations and Command Structure. NPS also tested the proposal in an interagency/joint war game, developed a MDP Library Base for classified interagency reference, and extended current data mining and fusion techniques and systems based on

requirements generation. We are now examining port infrastructures in support of force protection.

**Center for Executive Education (CEE): Development program for transition in USPACOM intelligence.** Application of NPS' CEE program to J2/JICPAC leadership and unique theater intelligence management needs. This CEE education program provides frameworks/tools for the leadership team to input to intelligence strategy, implement change, and shape organizational structure and processes.

**Center for Civil-Military Relations (CCMR).** CCMR supports the PACOM Theater Security Cooperation Plan and the Global War on Terrorism by helping improve U.S. influence in the Asia-Pacific Region in Southeast Asia, the South Pacific, South Asia and Indian Ocean, and Indonesia, Taiwan and Bangladesh in particular. CCMR programs focus on improving access, training and readiness in these regions and developing competent coalition partners. CCMR provides in-residence courses and Mobile Education Teams (MET's) to participating countries, to instruct in Planning Peace Operations; Civil-Military Relations; Democracy: Methods, Techniques & Application; Developing Simulations/Scenario Development Training; Strategic Planning; and Response to Global Terrorism. CCMR contribution to PACOM planning helps establish strategic communications for creating regional dialogue on U.S. security policy in PACOM's area of responsibility.

**Concept of Operations (CONOPS)/Tactics/Techniques/Procedures (TTPS) for foreign language/speech translation technologies in a coalition military environment.** Research in foreign language and speech translation machine technologies for the Advanced Concept Technology Demonstration (ACTD) titled "Language and Speech Exploitation Resources": (LASER), currently in its fourth year. This research utilizes the LASER ACTD process to study how various foreign language machine translation technologies can be used in a DOD environment, & focuses on the creation of CONOPS and TTPS for the employment of these technology devices in military exercises& ops.

**COMTHIRDFLT Science Advisor tour.** Richard Kimmel (NPS/IS department) was selected for the Office of Naval Research Science & Technology advisor program, is detailed to COMMANDER THIRD FLEET (C3F), San Diego, CA.

**NPS USPACOM Liaison Desk:** Provides research support as requested by USPACOM Science Advisor and J39 in support of experimentation. Examples include web based influence operations for exercise COBRA GOLD 04 in conjunction with NPS liaison desk for USPACOM: support, construct and operate a cyber-based capability to support the planning and execution of full-spectrum information operations. NPS developed and provided a fully functional prototype website for implementation during the COBRA GOLD 2004 command post exercise.

**Support to USARPAC (US Army Pacific) for Homeland Defense.** Provides education, applied research, training, exercise and planning program support to strengthen DoD's capabilities for terrorism prevention and all-hazards response in the Pacific area of responsibility.

**Direct Support to CTF-73 to evaluate HSV in PACOM.** An Ops Research student is conducting research on the use of HSVs in a logistic role for CTF-73 and how to modify contingency support plans.



## ***USCENTCOM Central Command***

**Direct NPS Educational Support to CENTCOM.** CENTCOM Area of Responsibility (AOR) countries send their officers and defense civilians to NPS for master's degrees and to attend in-residence short courses ranging from one to eleven weeks. NPS also sends mobile education teams to countries in CENTCOM AOR to assist in the development of democratic policies and programs. Most recently a team of educators went to Afghanistan, and will do the same in Iraq. NPS also conducts region and country specific education programs for active Army, National Guard and Reserve Forces deploying to CENTCOM AOR, to include Iraq and Afghanistan. In addition, NPS conducts regional security education of sailors and marines deploying to CENTCOM AOR.

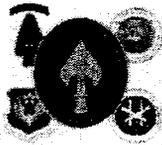
**Helicopter Brownout.** Helicopter Brownout is a \$100 million per year problem, leading to significant hardware loss, injuries, and fatalities. The NPS project objective is to find ways to define landing zones which will have reduced probability of producing brownout. The challenge is to remotely sense soil and surface characteristics in denied territory. Both civilian remote sensing systems and national technical means were and are being studied. NPS identified a system that meets the requirements and is testing it for suitability. The payoff for this work will be to dramatically reduce the loss rate for men and hardware, particularly in the SOCOM and CENTCOM AORs.



**Defense Resource Management Institute at NPS:** 1,710 participants representing 25 of the 27 CENTCOM countries have participated in DRMI programs since 1965, including the current King of Jordan, his brother and his sister. In the last 10 years, NPS conducted mobile courses in Ethiopia (2), Jordan, Kenya (5), Tajikistan and Uzbekistan. Prince Feisel of Jordan commented on the value of networks from his time at NPS, noting that he was amazed that he had to come all the way to Monterey to meet other people in his region of the world. He said he now felt that he could just pick up the phone and call them when there is problem.

**Coalition Intelligence Architecture Development.** NPS faculty member traveled to MacDill AFB in Florida, As Saliyah in Qatar, and Baghdad and Basra in Iraq in Jan/Feb 2004 to write a study recommending improvements to the Coalition and Iraqi intelligence architecture, for General John Abizaid, Commander CENTCOM. He worked as a member of General John Abizaid's personal staff, in the Commander's Advisory Group.

He then traveled to Kuwait City in Kuwait, and Baghdad in Iraq in Oct/Nov 2004 to work as a member of the Strategy Division of the office of the Deputy Chief of Staff for Strategy, Plans, and Assessment (DCS-SPA) in the headquarters of the Multinational Force-Iraq, in the US Embassy in Baghdad. The DCS-SPA, headed by a US Air Force major general, worked directly for General George Casey, Commander MNF-I, who is directly subordinate to General Abizaid.

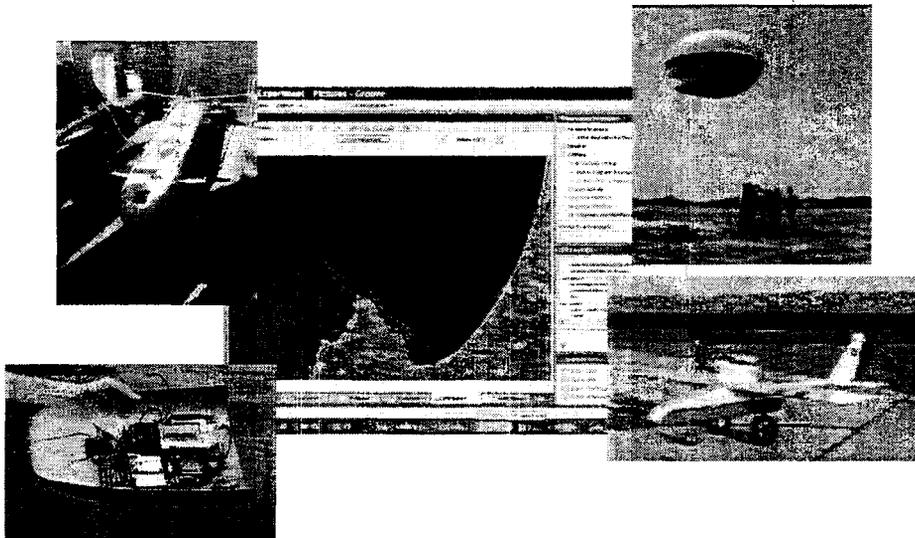


## ***USSOCOM*** ***Special Operations Command***

**Man Hunting Workshop in support of U. S. Special Operation Forces (SOF).** The traditional scope of military operations has never developed a doctrinal framework or process to capture fugitives, consequently military planners and intelligence analyst are not educated or trained in the investigative processes necessary to find fugitives. NPS conducted a research seminar to develop an investigative framework to understand the nature of man hunting in order to locate and apprehend fugitive insurgents and propose developmental courses of action.

**Tactical Network Topology (TNT) (previously STAN).** TNT is an integrated program of quarterly field experiments that develop and demonstrate new technologies to support near term needs of the warfighter. Major emphasis is on wireless networks, autonomous vehicles, sensor networks, situational awareness and target tracking and identification. Measures of performance of the technologies and operators using the technologies are also addressed. TNT is a faculty-student program working in parallel with partners that include various branches of the military, Combatant Commands, industry, and national labs. In particular, USSOCOM's Futures Directorate (J9) will be conducting experiments at NPS in conjunction with the USSOCOM Advanced Technology Directorate. These experiments will focus on identifying key gaps and deficiencies resulting from applications of advanced technology, particularly network communications, unmanned systems, and net-centric applications.

TNT includes a wide range of projects including the light reconnaissance vehicle (LRV) and special operations force (SOF) systems engineering and integration. The latter is an umbrella project to provide systems engineering applications to USSOCOM in support of all NPS work on LRVs, to integrate NPS experimental efforts and develop case studies.

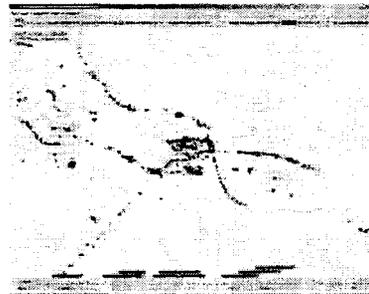


**Special Operations Forces SIGINT Maritime Support to Joint Threat Warning System, (JTWS) Research, Development, Test, and Evaluation.** This proposal describes Research, Development, Test, and Evaluation (RDT&E) actions, to support the Joint Threat Warning System (JTWS) Program. This will include investigating integration of smart dust technology into the JTWS Component Architecture Framework (JCAF), investigations into integrating SOF SIGINT maritime capabilities into the Tactical Network Topology effort, and classified signals analysis.

**Applied warfighter Ergonomics (AWE) Research Center.** This research incorporates the Human Systems Integration (HSI) research efforts to support the Tactical Network Topology (TNT) project. There are two major areas: HSI assessments of field portable devices and a research center with lab and field based research capability to assess human systems integration efforts for warfighters. The thrust of the effort will be on assessment of field portable devices to be used by warfighters.

**Skytrack: Broadband switched-beam UAV-to-land vehicle communications subsystem.** This is a project to develop, implement and validate a mobile UAV tracking antenna subsystem to operate with multiple UAV signal sources, in the 2.4 and 5.8 GHz ISM frequency bands.

**Dynamic Mapping of IED Incidents over Space and Time.** Innovative thesis work uses software from a faculty research project to display, animate, and statistically analyze the SIGACT (significant activity) data from Operation Iraqi Freedom (OIF). Identifying change points in insurgency behavior is critical to effective counterinsurgency. Due to the continuous nature of the conflict and the volume of apparently random incidents, statistical process control techniques are used to signal changes in insurgent tactics and movement. This research by faculty and students at NPS continues to improve the programming components of the project. The NPS IED mapping program is also currently being used in-theater in Afghanistan in Operation Enduring Freedom.



**Case Studies for the Future.** To assist in the development of operational concepts for Special Operations Forces that can be tested in exercises in theatre. Tools such as case studies, statistical analyses & mathematical modeling are used. A series of briefings and research papers are being developed, delivered, with supporting documentation, including proposed exercises plans to incorporate research results into SOF training.

**Special Operations/Low Intensity Conflict (SOLIC) Academic Curriculum.** Unique curriculum designed to provide students with the ability and background to think analytically and originally about the broad fields of political violence, unconventional warfare, and the role of SOLIC in U.S. foreign policy and defense planning.



## **USJFCOM**

### ***Joint Forces Command***

**Support for Extended Awareness Experimentation program.** NPS provides experimentation and other analytic support to the Extended Awareness series of experiments, conducted by the Joint Operational Test Bed System (JOTBS) under USJFCOM. This includes involvement in the planning and conduct of the events leading up to two limited objective experiments.

**NPS/CIRPAS UAV Predator flight support.** This project supports JFCOM's UAV test objectives with Pelican and Predator air vehicles and one GCS/GDT.

**Joint Intelligence Interoperability Board (JIIB) Systems Baseline Assessment (JSBA 04).** This project supports the assessment of the Joint Intelligence Interoperability Board Systems Baseline Assessment. The study examines requirements and methodologies; organizes and maintains JSBA analytical models and tools and the associated data; executes model run activities, and analyzes results. NPS also provides analytical support, including scenario development and verification, execution of model runs, and direct analyses for a variety of intelligence, surveillance, and reconnaissance (ISR) assessments.

**Extensible Modeling and Simulation Framework (XMSF) viewer for the Distributed Continuous Experimentation Environment (DCEE).** The distributive continuous experimentation environment (DCEE), managed by the J9, U.S. JOINT FORCES COMMAND, has established a framework of common terminology for information to be exchanged between components using an enhancement of the real-time platform reference federation object model. This project will prepare for and conduct a demonstration of the benefits of XMSF concepts in the DCEE with the XMSF DCEE viewer.

**Standing Joint Force Headquarters Process Modeling.** The Standing Joint Force Headquarters (SJFHQ) processes will be analyzed and modeled to capture new processes that emerge with an emphasis on inter-agency, and service/functional component interactions. Information on SJFHQ will be obtained from available J9 sources, from observing planned events at PACOM, EUCOM and SOUTHCOM, interviews, and the development of use cases and user stories. Paper process models will be developed to show information flow timelines. Outputs of executable simulations developed from paper models are provided as inputs to discussion of requirements and end states.

**Joint Task Force requirements determinations.** This research will document the rationale, establishment and operation of recent JTFs, conduct a literature review of JTFs from military and academic sources to provide lesson learned for future JTF development and operation, develop a research protocol to be used in identifying and evaluating the decision processes, and procedures and mechanisms through which JTF are formed.

**Design and analysis of simulation for advanced joint C4ISR node.** This project designs, implements and analyzes the results of simulations to examine the costs and benefits of AJCN payloads following the statement of work from JSJFCOM. The intent of the simulation, for example, develops a cost-benefit analysis to determine the advantages of multiple AJCNs on single platforms, and helps develop TTPs for employing AJCNs.



## ***USNORTHCOM*** ***Northern Command***

**Homeland security leadership development.** Under a MOU with USNORTHCOM, NPS develops and provides graduate education and research programs for USNORTHCOM in the area of homeland defense and security, and other MS programs in fields of direct value to HD/S. In addition, NPS takes HD/S mobile education teams (METs) to governors, and state and local leaders for short courses in first response and HD/S issues.

**Center of Excellence in learning technology support for Homeland Defense and defense support to civil authorities.** This project determines how Advanced Distributed Learning can best be used to reduce costs and constraints, and improves effectiveness of pre-exercise education, training and coordination. Determines how ADL can be used to individualize and tailor training and education for individuals performing the entire spectrum of homeland defense and military support to civil authorities operations.



## ***OFFICE of the SECRETARY OF DEFENSE (OSD)***

**Armoring Vehicles against Improvised Explosive Devices IEDs.** Supporting a request from the Office of the Deputy Secretary of Defense, NPS faculty and students are working on a short term project exploring protection schemes that have the potential of decreasing the vulnerability of lightly armored vehicles, such as Bradley APCs. Initial concepts will be assessed for increasing absolute protection and weight efficiency of armor, using lightweight assembly of discrete elements, arrayed in a manner that increases the number of angled contact surfaces that a projectile will have to encounter. This serves to deflect the flow of bomb fragment streams out of harm's way. The initial work on this project simulates an IED class bomb, and assesses the baseline effectiveness of steel armor against the threat. The project uses technical surveys and supporting data from SPAWAR and LLNL, with NPS faculty/student expertise in explosive ordnance and testing, shaped charge development, effectiveness analyses, hydrodynamic code development and simulation.

**Voice Authentication "Iraqi Enrollment" Project.** The Voice Authentication "Iraqi Enrollment" Project is an initiative that explores the use of voice authentication and verification technologies for implementation in Iraq and potential uses in other stabilization and reconstruction efforts, such as Afghanistan. This faculty/student project is examining a proof of concept for a voice authentication and verification system that can improve visitation screening for detainees at the Baghdad Detention Facility Abu Ghraib, and security screening for access to the International "Green Zone."

**World Wide Consortium on the Grid (W2COG).** OSD sponsors the World Wide Consortium for the Grid (W2COG) initiative to accelerate fielding of network centric operations capability by matching *top down* governance for Global Information Grid (GIG) policy with *bottom up* meritocracy for technical detail. W2COG uses operational mission thread analysis, field

experimentation, and demonstration to identify the imperatives of GIG architectural detail and follows the "open" model of the World Wide Web consortium wherein technical experts from global industry, academia, and government join in a distributed, efficient, repeatable process to consider ideas and artifacts on their merits and achieve rapid consensus. OSD offices supporting W2COG include Office of Force Transformation, Advanced Systems and Concepts, Networks and Information and Integration, DARPA, DISA, and JS J6.

**Human Intelligence in the War on Terrorism: Defining the Problem.** The goal of this project is to comprehensively describe and analyze the gaps in US human intelligence capabilities when operating in the non-Western world; to identify non-western means of securing support; to assess current capability for taking action against these methods; to apply organizational theory to intelligence organizations in terms of potential to operate effectively in the non western world; and to examine how other great powers penetrated the non-western world for intelligence collecting purposes.

**Improving and Incorporating Cost Estimating and Analysis into Advanced Concept Technology Demonstrations (ACTD).** This project examines how to provide OSD decision makers with improved, consistent, credible and reliable cost estimates for use in the ACTD program, to include enhancing understanding of the unique characteristics of ACTDs and the relevance of incorporating cost estimating and analysis into the ACTD selection and transition processes.

**Office of Force Transformation.** NPS supports the Office of Force Transformation (OFT) in several areas. *Large Scale Change and Defense Transformation* applies interdisciplinary expertise to large-scale change issues associated with Defense Transformation, integrating research from various disciplines related to people, process, organizations and technology. The approaches use systems dynamics/systems thinking models, emphasizing cultural awareness, knowledge management, innovation, trust, energy/sustainability. *Capabilities Based Planning* applies Knowledge Value-Added framework (measuring the value of corporate knowledge assets) to Capabilities Based Planning in DoD. The program uses OFT's Network Centric Operations Case Study on SOF actions in Operation Iraqi Freedom as an initial proof-of-concept reference point, to study ROI in DoD. *Case Study on SARS Containment in Singapore* employs Hastily Formed Network technologies to mitigate a national security medical threat. Sponsor partners are OFT, Centers for Disease Control, Office of the Assistant SECDEF/Homeland Defense, & Singapore Ministry of Defense.

**Unconventional Weapons of Mass Destruction (UWMD): detailed investigation of novel nuclear physics and its implications.** Continue measurements and analyses of novel methods and nuclear effects begun in 2003. This task includes experimental verification and research tracking (isotopic abundance measurements) and documentation of work to date.

**Center for Stabilization and Reconstruction Studies.** This Center conducts studies to enhance post-conflict recovery for states that have failed or endured calamity and require stabilization and reconstruction. The curriculum is multi-disciplinary and interactive, and incorporates members of humanitarian organizations, civilian government officials, U.S. & foreign military officers, and recovering states. Curriculum includes governance and participation; security; economic and social well being; and justice and reconciliation. The program combines the best of contemporary social science with organizational theory, with practical and applied tools.

**Civil-Military Relations in China and Chinese strategy.** Research conducted for OSD/NET ASSESSMENT on civilian control of China's military during wartime and on Chinese strategy.

The specific areas are: command and control of the Chinese people's liberation army during wartime by civilian leadership, the future evolution of Chinese strategy, and review of materials related to Chinese strategy.

**Center for Edge Power.** Initiation and management of a new Center for Edge Power. The center conducts research pertaining to Edge organizations in the context of network-centric warfare. Research conducted in the areas of hypothesis testing of Edge organizations, near-optimizing knowledge and power flows, VDT infrastructure enhancement, and exploring and exploiting intercultural knowledge flows and organizational forms.

**Operations Research Support to Personnel and Readiness Office/OSD.** This project analyzes the cost and readiness effects from using of alternative types of personnel to operate UAVs, and expanding analysis of alternatives to meeting the missions of operational support aircraft for the U. S. Navy, and USA.

**Lessons from Afghanistan -The strategic utility of Special Operations Forces (SOFs).** This project examines the institutional and organizational realities that impacted the planning and execution of the war in Afghanistan. The study conducts an in-depth assessment of U.S. unconventional warfare (UW) policy and the development of SOF capabilities for executing UW operations, as well as whether & to what extent UW operations were considered as a policy option.

**Distinguished Fellows Program.** A program to form partnerships to invest in the intellectual capital of the nation to fight the GWOT. The initial phase (04-05) will fund cooperative research with the University of California at Santa Barbara. Topics: Single Event Stable Finite-State Controllers, Integrated Optical Accumulators Architecture for Use in Sigma Delta ADC, Signal Processing Algorithms for High-Precision Navigation for Underwater Autonomous Sensing, Human Activity Analysis in Video Surveillance.

**Technical support to the OSD.** This project promotes and supports the development, demonstration and rapid transition of special technologies in response to critical DoD requirements. Also establishes a key interface among DoD, the unified commands and other specific customers.



***CFFC***  
***Fleet Forces Command***

**FORCEnet Engagement Packs.** Sea Trial experimentation with NNWC/CFFC sponsorship: integrate a small set of joint sensors, platforms, weapons, warriors, networks and command and control systems for the purpose of performing cross-mission enabled Combat Reach Capabilities.

*Updated 4-19-05*



DCN 7355

## ***School of International Graduate Studies***

2 Curricula and 228 Degree Students (Fall 2004)

- Regional Studies
  - Middle East, Africa, South Asia
  - Far East, Southeast Asia, Pacific
  - Western Hemisphere (Latin America)
  - Russia, Europe, Central Asia
- Security Studies
  - Civil-Military Relations
  - Security Building in Post-Conflict Environments
  - Defense Decision Making and Planning
  - Homeland Defense and Security



DCN 7355

## ***Graduate School of Engineering and Applied Science***

6 Curricula and 501 Degree Students (Fall 2004)

- Astro and Space Systems Engineering
- Combat Systems
  - Applied Physics
  - Underwater Acoustics
- Electronic System Engineer
- Naval / Mechanical Engineer
- Meteorology and Oceanography (METOC)
  - Meteorology
  - Oceanography
  - Operational Oceanography
- Systems Engineering



DCN 7355

## ***Graduate School of Operations and Information Sciences***

15 Curricula and 507 Degree Students (Fall 2004)

- Computer Science
- Electronic Warfare (International)
- Information Systems Operations
- Information Systems Technology
- Information Warfare
- Joint C4I Systems
- Modeling, Virtual Environments, and Simulation (MOVES)
- Operations Analysis
- Operational Logistics
- Software Engineering
- Space Systems Operations
- Space Systems Operations (International)
- Special Operations (Defense Analysis)
- Undersea Warfare (International)



DCN 7355

## ***Graduate School of Business and Public Policy***

5 Curricula and 320 Degree Students (Fall 2004)

- Logistics Management
  - Trans Logistics
  - Transportation
  - Systems Inventory
  - Material Logistics Supply
- Acquisition Management
  - Acquisition and Contract
  - Systems Acquisition
- Defense Resource Management
  - Defense Systems Analysis
  - Defense Systems (International)
  - Resource Planning/Management
  - International Defense
- Financial Management
- Manpower Systems Analysis



July 13, 2005

Mayor:  
ALBERT

Councilmembers:  
BUCK DELLA SALA  
BOBBY DOWNEY  
JEFF HAFERMAN  
LYDE ROBERSON

City Manager:  
RED MEURER

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

Dear Chairman Principi and Members of the Commission:

On behalf of the City of Monterey, I offer several comments regarding the Commission's inquiry of July 1, 2005 to Secretary of Defense Rumsfeld regarding Professional Development Education. We believe this inquiry is worthwhile, and applaud the Commission for your interest in this matter.

We are particularly excited about the possibilities because the City previously suggested to the Department of Defense (DoD) a realignment very similar to the one contemplated by the Commission. Attached is a copy of the City's correspondence positing the creation of a *National Security Research University*.

With regard to the potential consolidation of the Naval Postgraduate School (NPS) and Presidio of Monterey (POM) *installations* under common ownership in Monterey, the community has been on record as an advocate since the 1993 BRAC round. We have long believed that the close proximity of NPS to POM, along with the fact that the City of Monterey surrounds each campus with its service organizations, creates opportunities for better coordination of services, reduces redundant overhead, and can take advantage of substantial economies of scale.

The Commission may be aware that the community has made significant progress in this area. Since 1999, the City has delivered a variety of municipal services to POM on a reimbursable basis, and an Army Audit Agency analysis confirmed that this arrangement has saved the Army 49% of its base operating dollars compared to the prior service system. This arrangement has saved the Army millions of dollars each year, and these savings can grow through further coordination of services between NPS, POM, and adjacent municipalities and utilities.

Regarding the potential realignment of the NPS and Defense Language Institute (DLI) *missions* into a single entity, we believe this idea has significant potential for education services consolidation and merits further study. Whether it be a consolidated professional development education center (as the Commission's letter to Secretary Rumsfeld suggests) or a *National Security Research University* addressing DoD and other national interests, such an organization would benefit greatly from its proximity to the other world-class higher education and research activity in the greater Monterey area.

We suggest that the organizational structure – whatever form it takes – that results from realignments you might recommend be designed to ensure that critical language and national security research missions remain as responsive to the combatant commanders and curriculum sponsors as they are today. NPS is a source of tremendous military value to the Department of the Navy and other services, and conducts education and research programs that are specifically tailored to meet service requirements. Similarly, DLI has no peer in its ability to deliver quality language training to personnel from all services. It is important to preserve and enhance the core capabilities of each of these fine institutions by any realignment, rather than dilute them.

Any new organizational structure must also continue to be responsive to the needs of the State Department in nation building and post-conflict reconstruction, as well as to the Department of Homeland Security. A new organization must also continue the vibrant, reimbursable research program that focuses faculty, students, and staff on solving today's and tomorrow's defense challenges.

With regard to the potential relocation of the Air Force Institute of Technology (AFIT) to Monterey, our community has long avoided the temptation to recruit other communities' missions. Therefore, we refrain from advocating a position on this potential action. We will, however, assure the Commission that, if a decision is ultimately made to take this action, our community will do its best to facilitate it and make AFIT a successful, productive member of the local and defense community.

It is interesting to note that the 1993 BRAC Commission made similar findings and recommendations as the current Commission is exploring regarding consolidation of our local installations. In addition, approximately ten years ago, there was a Navy initiative that also contemplated the combination of NPS and DLI/POM into a single organization.

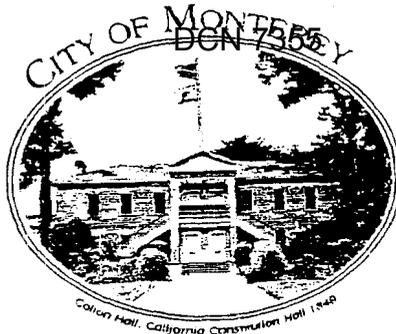
As a final aside, we have learned that the Navy's fiscal modeling pertaining to an action they contemplated during the BRAC 2005 deliberation phase for NPS severely over-estimated the cost of operations, understated the student population served, and provided misleading information about the savings to the government should the school be closed. In summary, the analysis would lead someone to believe that NPS is far more expensive to operate than it really is. We will submit additional information about this issue to the Commission under separate cover, as we believe that the historical record should be complete and accurate.

We would be pleased to provide any further information that the Commission or your staff may desire. If we can be of any assistance, please do not hesitate to contact City Manager Fred Meurer, Deputy City Manager Fred Cohn, or me at 831.646.3760. Again, thanks for your interest in exploring this matter.

Sincerely,



Dan Albert  
Mayor



December 1, 2004

Mayor:  
JAN ALBERT

Councilmembers:  
HERESA CANEPA  
HUCK DELLA SALA  
LYDE ROBERSON  
RICK VREELAND

City Manager:  
RED MEURER

Mr. Charlie Abell  
Principal Deputy Undersecretary of Defense (Personnel & Readiness)  
4000 Defense Pentagon, Room 3E764  
Washington, DC 20301

Dear Secretary Abell:

On behalf of the City of Monterey, I respectfully transmit to DoD's Joint Cross Service Group on Education/Training the enclosed proposal suggesting the transformation of the Naval Postgraduate School (NPS) and Defense Language Institute Foreign Language Center (DLIFLC). One of the options discussed in the proposal posits the complete integration of these two institutions into a comprehensive *National Security Research University*.

This proposal is intended to leverage the following opportunities:

1. Consolidate two neighboring installations into one to reduce duplicative overhead and take advantage of economies of scale.
2. Create, under a single umbrella, an integrated and robust national security research, education, and training enterprise that builds upon extraordinary work already being done.
3. If desired, build upon the demonstrated success that has been achieved by way of the delivery of municipal services to the Presidio of Monterey by the City of Monterey.

In addition, the consolidation of support functions being proposed would likely free up substantial facility space on the Presidio of Monterey such that classroom space for DLIFLC could be increased approximately 10% to 20%, by our initial estimates.

We believe that the options in this proposal provide extraordinary opportunities to *better* meet the nation's defense and national security requirements, and to do so in a cost-effective way. We are prepared to assist in an implementation program in any way that we can.

Thank you for your consideration of this proposal. If we can answer any questions or furnish further information, please do not hesitate to contact me, City Manager Fred Meurer (meurer@ci.monterey.ca.us), or Deputy City Manager Fred Cohn (cohn@ci.monterey.ca.us). We all can be reached at 831.646.3760.

Sincerely,

A handwritten signature in cursive script that reads "Dan Albert".

Dan Albert  
Mayor

C: Dr. Craig College, Deputy Assistant Secretary of the Army for Infrastructure  
Analysis  
Ms. Ann Davis, Deputy Assistant Secretary of the Navy (Infrastructure, Strategy  
and Analysis)

**PROPOSAL****PURSUE TRANSFORMATION OF NAVAL POSTGRADUATE SCHOOL AND DEFENSE LANGUAGE INSTITUTE TO A NATIONAL SECURITY RESEARCH UNIVERSITY*****Introduction:***

The City of Monterey has worked, using legislated authority for a demonstration project, with the Navy and Army since 1995 to reduce operations and maintenance costs for the military installations that support the Naval Postgraduate School (NPS) and the Defense Language Institute (DLI). Municipal services have been provided during the project at costs substantially less than when the work was provided by a combination of federal civilian workforce and the private sector. The project's effectiveness was validated by an Army Audit Agency review/audit of operations in December 2000 that found the City was providing higher quality services 41% less costly than the previous in-house workforce, contractor and Inter-Service Support Agreement strategy used by the Army. Based on the Monterey demonstration project's success, authorization for two, similar projects at Army installations is included in the Fiscal Year 2005 National Defense Authorization Act.

Successfully providing high-quality, better-value municipal services to the Army Presidio of Monterey and Naval Postgraduate School has made the City of Monterey a recognized national leader in partnering with DoD to reduce installation operations and maintenance costs and increases mission effectiveness. The City feels confident that further cost reductions and mission enhancement can be achieved through innovative real estate and organizational changes to DoD operations in the City of Monterey.

***Discussion:***

In 1995, after closure of Fort Ord, the Navy proposed a transfer of real estate and mission responsibilities for the Defense Language Institute/Presidio of Monterey from the Army to the Navy. This would have made a single Service, the Navy, responsible for installation and professional military educational services on the Monterey Peninsula. Due to an inability of the Army and Navy to reconcile Executive Agent responsibilities for DLI or the costing details of the installation transfer, action on the proposal was not completed (in spite of considerable discussion, encouraging negotiation and general agreement on the value of combining individual Service installation, real estate and mission responsibilities under a single Service). Although there have been occasional subsequent discussions of the initiative, no further progress has been made. The base realignment and closure (BRAC) 2005 process offers another opportunity to consider transformational process to force organizational and real estate changes at Monterey Peninsula military installations that can further reduce operations and maintenance costs, while increasing mission effectiveness.

Three approaches to reduce operations and maintenance costs are discussed in the following. Two could also streamline provision of academic services now provided by NPS and DLI. The three options conform to the Secretary of Defense's policy guidance for BRAC 2005 as stated in his November 15, 2002, Kick Off Memorandum:

*"BRAC 2005 should be the means by which we reconfigure our current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency. ... A primary objective of BRAC 2005, in addition to realigning our base structure to meet our post-Cold War force structure, is to examine and implement opportunities for greater joint activity. Prior BRAC analyses considered all functions on a service-by-service basis and, therefore, did not result in the joint examination of functions that cross services."*

Following are three potential options to help realize the Secretary's desire for increased cross-servicing of military installations and are listed in an ascending hierarchy of financial and operational significance.

1. Consolidate Real Property Operations under one Service on the Monterey Peninsula. This option is similar to the earlier Navy proposal to have one Service in charge of real property operations on the Monterey Peninsula. The advantage of this option would be the elimination of one Service's installation overhead operations and associated costs.
2. Create a *National Security Research University* and Designate an "Executive Agent" or create a DoD field activity. This option would include option #1 actions, but then go further to reorganize NPS and DLI academic operations into a *National Security Research University* under a DoD Executive Agent or as a DoD field activity. In addition to eliminating one Service's overhead operations, the creation of a *National Security Research University* would allow consolidation of duplicative general-support and academic-support operations, such as student records maintenance, information services, reproduction operations, etc. Both NPS and DLI currently have civilian and military instructor personnel and maintain academic instruction and support operations in separate facilities. This scenario would also enhance current State Department and Department of Homeland Defense initiatives at NPS. This scenario would be fully responsive to the combatant commander's needs for integrated applied research and professional military education necessary to pursue the War on Terrorism and other National Security and Intelligence initiatives.
3. Create a *National Security Research University*, Close the NPS and POM, and "Lease Back" Academic, Operational and Support Facilities. This option would create a *National Security Research University* DoD field activity as in #2, but would close the NPS and POM via the BRAC 2005 process and then "lease back" required academic, operational and support facilities. Using this strategy, the City of Monterey would acquire the NPS and POM real estate and negotiate a lease back agreement with the *National Security Research University* Executive Agent for required facilities at the NPS and POM. Negotiations between the City and the Executive Agent could include a development entity that might potentially consolidate NPS and DLI operations into a smaller, more modern facility footprint than currently exists in exchange for the right to redevelop excess real estate for missions that support and complement DoD such as Homeland Security and State Departments' needs for applied research and professional education. Under this scenario, the City would continue to provide municipal services to the consolidated campuses. This scenario would maximize mission value while minimizing base operations costs.

### ***Conclusions:***

With the assistance of the City of Monterey, further, significant reductions of DoD operations and maintenance costs and enhancements to joint operations at military installations on the Monterey Peninsula are achievable. The City is prepared to partner with DoD to transform its installations on the Monterey Peninsula at whatever level DoD chooses to implement.



Mayor:  
DAN ALBERT

Councilmembers:  
THERESA CANEPA  
HUCK DELLA SALA  
LYLDE ROBERSON  
NICK VREELAND

December 1, 2004

City Manager:  
FRED MEURER

Ms. Ann Davis  
Deputy Assistant Secretary of the Navy (Infrastructure Strategy and Analysis)  
2221 South Clark Street, Suite 900  
Arlington, VA 22202

Dear Ms. Davis:

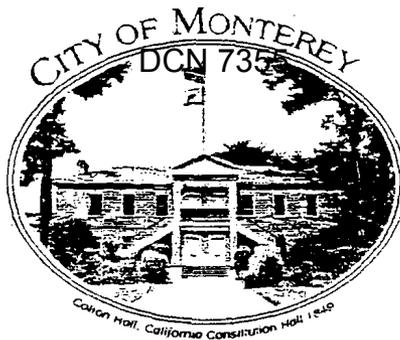
Enclosed for your information is a copy of a letter that was sent to Principal Deputy Undersecretary of Defense Charlie Abell and DoD's Joint Cross Service Group on Education/Training suggesting the transformation of the Naval Postgraduate School (NPS) and Defense Language Institute Foreign Language Center (DLIFLC).

We believe that the options discussed in this proposal have considerable merit and bear careful analysis. As we said to Secretary Abell, we would be happy to provide any additional information that you desire.

If we can answer any questions or furnish further information, please do not hesitate to contact me, City Manager Fred Meurer (meurer@ci.monterey.ca.us), or Deputy City Manager Fred Cohn (cohn@ci.monterey.ca.us). We all can be reached at 831.646.3760.

Sincerely,

Dan Albert  
Mayor



Mayor:  
DAN ALBERT

Councilmembers:  
HERESA CANEPA  
CHUCK DELLA SALA  
LYDE ROBERSON  
JACK VREELAND

December 1, 2004

City Manager:  
FRED MEURER

Dr. Craig College  
Deputy Assistant Secretary of the Army for Infrastructure Analysis  
1400 Wilson Boulevard, Suite 2000  
Arlington, VA 22209

Dear Dr. College:

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Sincerely,

Dan Albert  
Mayor

AUG. 3. 2005 9:32AM

GEORGE SHULTZ

NO. 111

P. 2/6

DCN 7355



GEORGE P. SHULTZ  
THOMAS W. AND SUSAN E. 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.

DCN 7355

Chairman Anthony J. Principi  
August 1, 2005  
Page Two

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

DCN 7355

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Posted on Fri, Aug. 05, 2005

## Team works on model to prevent failed states

### MILITARY, CIVILIAN GROUP HATCHES PLAN AS PART OF SECURITY PROGRAM

By Ken McLaughlin  
Mercury News

An elite group of military officers and civilians is huddling in Monterey this week to figure out the best ways to put the country of Aliya back together again.

Aliya was invaded in 1979 by the nation of San Undres, but anti-communist insurgents forced it to withdraw a decade later. A hard-line group took control of most of Aliya in 1996 as warlordism and civil war gripped the country.

Aliya may sound a lot like Afghanistan. But it's not. It's a fictional country at the heart of a unusual "game" being played behind closed doors at the Naval Postgraduate School.

For one of the first times since the U.S. government last summer began a new effort to confront the frightening problem of failed states, members of humanitarian-aid groups are joining military officers and U.S. Defense and State Department officials to seek ways to prevent the Afghanistans of the future. The game is a first for the postgraduate school's new Center for Stabilization and Reconstruction Studies, born last September.

"It's never been done before," said Rep. Sam Farr, D-Salinas, referring to the intense collaboration of military officers with non-governmental organizations, or "NGOs," in the language of the international-development game.

"I think the military is more excited about doing this than the NGOs," Farr said. "The NGO people are reluctant to be perceived as part of a military mission. But now, unfortunately, the bad guys are as willing to kill someone working for an NGO as they are a soldier."

Farr and the head of a year-old office of the State Department charged with leading non-military U.S. government stabilization efforts attended the opening ceremonies of the game to root on the players.

"The world has changed. We need to secure our nation and provide for global security," said veteran diplomat Carlos Pascual, the State Department's coordinator for reconstruction and stabilization. "This is what the game is all about."

The new center at the Naval Postgraduate School grew out of a 2003 report of the bipartisan Commission on Post-Conflict Reconstruction. Farr was one of seven U.S. representatives and senators who served on the panel.

As the country found on Sept. 11, 2001, after Al-Qaida found refuge in Afghanistan, failed states matter.

"If left to their own devices," the report said, "such states can become sanctuaries for terrorist networks, organized crime and drug traffickers, as well as posing grave humanitarian challenges and threats to regional stability."

About 2 billion people live in failed states or nations that are in danger of failing, Farr said.

"We need to put as much effort into stabilization as war efforts," Farr said. "And we need everyone at the same table using the same playbook."

The NGOs have long worked in some of the world's most dangerous places. And, until recently, they've mostly relied on their perceived neutrality for protection.

Which is why so many NGOs were horrified in October 2001 when then-Secretary of State Colin Powell called American NGOs "force multipliers" for the military.

"These kind of remarks are usually compliments, but as far as managing our perceptions it's the worst thing he could have said," said George Devendorf, director of emergency operations of Mercy Corps, an international relief group.

### DCN 7355

Over the past several days, the players in Monterey talked about the sensitive topics of when and how to share information -- and what kind of information should be shared, said Nicholas Tomb, program coordinator at the new center.

"The game is great," said Peter Gantz, a peacekeeping policy expert at Refugees International, a humanitarian-aid organization. "Iraq and Afghanistan have grown into Gordian knots where you have all these different players trying to figure out how to divide tasks. It's all ad hoc. Obviously the military and NGOs have a tense relationship, but this kind of exercise can help build confidences."

Gantz said he hoped Pascual's office will one day respond as quickly to failed states as the Federal Emergency Management Agency responds to hurricanes.

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Contact Ken McLaughlin at [kmclaughlin@mercurynews.com](mailto:kmclaughlin@mercurynews.com) or (831) 423-3115.

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