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Rockville, MD 20850
29 July 2005

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

BRAC Commission

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Received

Dear Chairman Principi and Members of the Commission:

I am writing to urge the Commission to adopt the option of combining the Defense Language Institute (DLI) and the Naval Postgraduate School (NPS) into a single educational and training organization in Monterey, CA. I believe that my professional experience enables me to provide useful insights into the desirability of this course of action.

Although my predecessor initially realigned two separate war colleges, the National War College (NWC) and the Industrial College of the Armed Forces (ICAF), as components of the National Defense University (NDU), I was assigned in early February 1977 as NDU's first operating president. I served in that capacity until retirement from the US Army the end of July 1981. While the two colleges had separate missions, combining them into a university made possible substantial savings in administrative and logistical support personnel and services. In addition, this arrangement facilitated enhanced professional learning in both student bodies.

Subsequently, it was deemed prudent to realign other Department of Defense (DOD) schools as part of NDU, despite their differences in mission from the two war colleges. Several of these NDU components also are located in the National Capitol region, all much farther from NDU's location at Fort McNair than the 1.2 miles between NPS and DLI. In fact, one component of NDU, the Armed Forces Staff College, is located in Norfolk, VA, a considerable distance from Washington, DC.

While assigned from 1973 to '75 as commanding general of Fort Ord, CA, I was responsible for the Presidio of Monterey as one of Fort Ord's sub-posts. Although the missions of the Fort Ord main post and DLI were significantly different, there is no question that this arrangement was far more economical than if the two installations had been independent. We at Fort Ord provided administrative and logistical support for the Presidio without interfering in DLI's language instruction. The distance between Fort Ord and the Presidio is substantially greater than the distance between DLI and NPS.

Augmenting my exposure to DLI and NPS while commanding general of Fort Ord, I had additional opportunities to become better acquainted with both installations and their operations. I was honored to serve as an appointed member of the NPS Board of Advisors for about four years in the late 1970's/early 1980's. From 1987 to 1998, I served as president of the Monterey Institute of International Studies, a private free-standing graduate school; in that capacity, I became more familiar with both institutions

while searching for ways to cooperate that would enhance the educational outcomes of all three schools.

DLI, formerly the Army Language School, has long been a joint institution in every sense; it responds to all the military services and other DOD agencies that have foreign language requirements. Its resident student body of about 3,700 and faculty of some 1,200 are programmed to increase substantially. The Army is the executive agent.

NPS has a resident student body of about 1,700 and a faculty of some 525. While it is a Department of the Navy school, about 700 of its students are from the other services, are DOD civilians or are international students of all services from some 60 countries; the number of students from other services is programmed to increase. NPS is in fact, if not in name, a joint and combined educational institution.

A previous attempt to combine NPS and DLI foundered because of inter-service problems between the Army and the Navy. The 2005 BRAC review provides an opportunity to bring the two schools together, which obviously would save academic support costs. Moreover, since both installations are surrounded by the City of Monterey, combining them also would permit additional savings in base operating costs due in part to economies of scale. Ongoing cooperation between DLI and the City of Monterey, which charges marginal, not average, costs for the base support it provides, has resulted in a savings of 49% in base operating costs at the Presidio, according to the US Army Audit Agency.

In addition, combining DLI and NPS would facilitate academic cooperation to the advantage of both schools. For example, native speaking DLI faculty from foreign countries could serve as a resource to NPS students in curricula related to international studies, while international students at NPS could perform the same function for DLI students trying to learn about the culture of countries in which their foreign language is spoken.

I hope the BRAC Commission will give careful consideration to the advantages of combining NPS and DLI into a single institution located in Monterey, CA.

Sincerely,


Robert G. Gard, Jr., PhD
Lt. Gen., USA, Ret.