



Proud to Make America Work!  
BRAC Commission

# Local 1263

AMERICAN FEDERATION OF GOVERNMENT EMPLOYEES, AFL-CIO  
Defense Language Institute and Presidio of Monterey

**AUG 18 2005**

Received

August 8, 2005

Hon. Anthony J. Principi  
2005 Defense Base Closure and Realignment Commission  
2521 S. Clark St., Ste. 600  
Arlington, VA 22202

The Honorable,  
Chairman Anthony Principe and members of the Commission  
Dear Commissioner Principi and Commission Members

Attention: BRAC Commission analysts

Mr. Syd Carroll

Mr. Wes Hood

**Review and Assessment (2)**

**Thoughts and discussion,**

**At this time, our mission and accomplishments of the past years have changed in scope and implementation; it has become more important and deliberate than ever imagined. Our present and future contributions to the Department of Defense as well as critical national security needs are intertwined with global fate and a global imperative to secure our nation and the world from the daily evils of terrorism.**

**The Defense Language Institute in the past has undergone scrutiny and review by many agencies and, above all, BRAC 93 and 95, so today we welcome BRAC 2005 to shape our military capabilities for decades to come.**

**The following points are made for your review and assessment.**

### ***Academic Consolidation***

**Although we have read much of the potential cost savings for integrating the base operations of DLI, NPS and possibly AFIT, much less has been stated about the integration of the three institutions into a single academic organization. We think this issue needs to be addressed.**

**We are aware of the following factors about the current academic situation of the three schools:**

- **AFIT and NPS are graduate-level institutions granting masters and doctorates in hard sciences and engineering with NPS offering international studies as well. DLI has the authority to grant the Associate of Arts degree and is accredited in the “Junior College” division of the Western Association of Schools and Colleges.**
- **AFIT and NPS follow a traditional academic calendar with students usually beginning in the fall and graduating in the late spring. DLI admits students as the Army, Navy Air Force and Marines sent them. There is no one special time when students will be admitted.**
- **AFIT and NPS courses are traditional in that they usually meet for three hours a week. DLI courses are at least 25 hours per week and can last as long as 63 weeks before students graduate.**
- **AFIT and NPS generally use textbooks available commercially. DLI most often must write its own textbooks.**
- **AFIT and NPS testing are mostly limited to specific courses with students submitting a thesis or dissertation to meet graduation requirements. DLI tests its students through institute tests developed for D.O.D. These tests are used throughout D.O.D to assess language proficiency.**
- **AFIT and NPS conduct extensive research that is an integral component of their graduate education. DLI is very limited in the research it does. Faculty is usually not expected to participate in research projects.**
- **AFIT and NPS reward their faculty for research contributions. DLI emphasizes teaching as the prime contribution of its faculty.**
- **The three schools have different pay systems each of which is based on national data from appropriate schools and colleges. The three systems are unequal and in the case of DLI very different from the other two schools.**
- **DLI teaches only languages; all other academics for its. A.A. degree program are done at the Monterey Peninsula Community College.**

**The possibility of consolidation of the Navy Post Graduate School and the Defense Language Institute does not fit the definition of “Jointness” or the assigned mission. It is not wise to go from the frying pan to the fire. The executive agent for the two organizations would be likely the Navy, responsible for two dissimilar missions and two different staffs in total orientation and academic skills.**

**You can imagine the turf war between the Navy and the Army and other user agencies. Consolidation will lead to bigness in additional layers of bureaucracy, inefficiency and lack of focus. Having one organization does not enhance the mission delivery capacity of the other. DLI is a single-purpose organization, mandated to educate, train, sustain and evaluate foreign language learning. Basically we teach and test worldwide in resident and non-resident programs. Other collaborative efforts may be suggested between the two organizations and for some limited functions to be effective and related to the needs of the services.**

**While the above points hopefully serve to show the differences among the three cools; nonetheless they are not exhaustive in their content. But perhaps the difficulty of consolidation is apparent.**

**With consolidation, DLI must still maintain a strong test development effort as well as extensive curriculum development. NPS and AFIT would not derive much from these two unique areas.**

**Integrating the three schools will pose significant challenges to the proposed university's administration. While AFIT and NPS might be able to affect some cost savings through integration, it is not at all clear what savings DLI can achieve from consolidation. Further, such savings most likely would be in the general area of academic support with very few positions being eliminated.**

**This is not to say that consolidation would inherently be detrimental to DLI. Rather, the differences will call for especial sensitivity and awareness from the new school's leadership. Above all, the process of integration must minimize disruption to the language teaching at DLI. Frankly, we have not seen the skills necessary for this difficult and demanding task in our current leadership.**

**The broadest view that serves the proposed alignment between the Navy school and the Air Force Institute of Technology is in the similarity of their mission and operational structure; they can complement and enhance each other in their academic programs and specialized disciplines. Such a merger also will create a winner and a loser between the two and will establish independent schools with a sound and well-deserved national reputation for excellence. This represents a dilemma for the Commission in deciding the relocation of AFIT to Monterey.**

### ***Privatization***

**Although not mentioned as a possibility, privatization might appeal to some. At this juncture, the D.O.D would find that one undesirable side effect of a contractor offering language training to be a disastrous impact on the war on terrorism. While DLI does not totally prepare soldiers, sailors, airmen or marines for the front line, its contribution is a crucial part of that training.**

**Some people naively assume that any native speaker can teach his or her own language. But this is simply not so. Teaching calls for a broad knowledge of education—interpreting test scores effectively adapting curricula to the specifics of each class, ensuring student progress and innerving when progress falters. These skills are not readily available to all.**

**Any type of contractor-based replication of the DLI faculty is fraught with difficulty. It has taken many years to assemble a teaching cadre that can consistently produce the proficiency results that DLI currently reaches with its graduates. There is no school or commercial company equipped to produce the types and numbers of graduates that is done at DLI.**

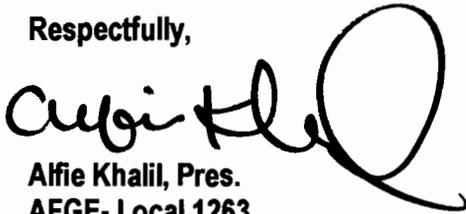
**Combining privatization with a move would seriously affect D.O.D. Some faculty, mostly those who have been in Monterey for several years and have established root there, would not move. Newer faculty might go to where the jobs are but the newly assembled school would be missing its most experience teachers and would have to depend on those who are beginning to become master teachers.**

**Base Operations and the City of Monterey**

**The major cost saving we believe to be effective for base operation is to employ the resources of the city of Monterey to run the total base operation for the two schools. We see and feel the city handling our base construction, repair and services to be excellent in quality and without delay or interruption to our mission. In this vain we have a full vote of confidence to rely on the city of Monterey.**

**As the majority of students at the new school are likely to be from the Army, we suggest that the BASOPS be under Army control. This has work reasonably well for DLI at the Presidio of Monterey and could work equally as well for the proposed university.**

Respectfully,

A handwritten signature in black ink, appearing to read "Alfie Khalil". The signature is fluid and cursive, with a large loop at the end.

**Alfie Khalil, Pres.  
AFGE- Local 1263  
Presidio of Monterey CA  
831-242-5187**



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Dear Commissioner Principi and members of the commission

I am writing to you and the Commission concerning your decision for Professional Development and Education. As the exclusive representative of the 2,000 civilian faculty and staff at the DLI and the Presidio of Monterey, We have great interest in your deliberation and final decision.

AFGE Local 1263 fully supports the concept of a national defense security university at Monterey with the DLI and Naval postgraduate School forming the nucleus of such an academic organization. However, there is a caveat in this endorsement. We have substantial concern about the academic organization of the proposed entity. Above all, disruption to the DLIFLC mission to train, sustain and evaluate military linguists—must not occur by Integration into a larger organization. Our existing language programs are at risk without thoughtful leadership and perceptive planning. We must preserve the education entity and direct base support operation under the Army command.

Additional academic issues are those of the administration of the university and of the integration of the two existing pay systems. The faculty and staff supports a university model directed by a civilian administrator with national stature as the chief administrator of the university. The Army Is capable of commanding base operations in partnership with the city of Monterey and expand the total mission into our land-base assets at the Ord Military Community (OMC). Care must be given to melding and unifying the existing two pay systems under Title 10 of the Navy school and DLI so as to offer equitable and attractive salary Incentive with responsible financial management within the current merit pay system.

Should the Commission decide to add the Air Force Institute of Technology (AFIT) as a third component to the proposed University in Monterey? We would not oppose this Initiative, however, we cannot ourselves ask that any of our fellow federal employees family and the Ohio community to be put in jeopardy of losing their jobs—whether in Monterey or in Ohio. Bringing In AFIT faculty and staff Into Monterey will require affordable housing, Support Center, quality of life service and unified pay equity.

You can imagine the turf warfare between the Navy and the Army, the clash of culture that will impact the user agencies and thousands of students. Consolidation as is will lead to bigness in creating additional layers of bureaucracy, inefficiency and loss of focus which will cause irreparable harm to national security and impede mission function. Creating two or three organizations should be academically related than before to enhance and complement each other goals and expanded objectives. A university model only will propel the mission delivery other than separate or single purpose organizations.

The major cost saving for this merger we believe to be effective for base operation when we employ the resources of the city of Monterey to run the total base operation for the university under one base operation command. We are proud to see the city handling our base public works, repairs and services to be excellent in quality, without interruption to our mission and cost effective. The broadest outcome of the proposed alignment between the Navy school, the Air Force Institute of Technology and DL lies in the in the delivery of their academic mission and operational structure; they can complement and enhance each other in their academic programs and specialized disciplines and only if organized under a university structure.

It should be two proposals on the table.

Create a Merger of NPGS, DLI, or and with AFIT as a national Security research University.

#### Merger of DLIFLC and NPS

The new entities need to be organized directly and operated by D.O.D with one civilian Executive for the university. Board of Trustees, Fenced Budget that Follow a University model in administration, academic structure and using The highest of the two "exempt" pay system (Navy) to balance the equity of pay to meet the highest cost of living in Monterey County and a pay incentive to relocate and merge personnel from Ohio to Monterey.

#### Advantage:

Garrison Command is necessary for effective base operation with the city of Monterey to support the in-house educational mission and jointly provide the students and faculty with the best quality of life and security. Command of the military services should be the sole responsibility of the Garrison Command.

#### Faculty education and demographics

Do you know this about the DLI? It is the future of our country. Look at our people who are educational native speakers. Over 120,000 graduated from DLI over the years.

Our faculty represents more than 28 different countries with language, culture, academic skills and global unique talent.

Teaching more than 730.000 contact hours by faculty team teaching in 2004.

The professional educational profile is as follow:

PHD186, Master 463, BA 439, Assoc13, H.S 65. 75% acquired in applied linguistic, foreign language teaching and foreign language studies.

Those cadre of professionals develop curriculum, testing and deploy language teaching technology to all military students in United States and the battle fields from Afghanistan to Falluja.

Moving, relocating !

*" IS LIKE MOVING THE EMPIRE STATE BLDG FROM NEW YORK TO OHIO"*

Respectfully,

  
Alfie Khalil, Prés.  
AFGE Local 1263  
Presidio Of Monterey CA  
831- 373-1050



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Mr. Wes Hood

Review and Assessment (1)

The Defense Language Institute has gone in the past under scrutiny and reviews by many agencies and above all BRAC 93- 95 and today we welcome BRAC 2005 to shape our nation military structure and capabilities for decades to come.

Today our mission and accomplishment of the past 65 years is now different in scope, urgency and a new needed expansion. It became more critical and deliberate than ever imagined. Our present and our future contribution to the Department Of Defense and the critical national security needs is intertwined by global fate and global imperative to secure our nation and the world from the daily war on terrorism.

The following points are made for your review and assessment.

The Possibility of consolidation of the Navy Post Graduate School and the Defense Language Institute does not fit the definition of "Jointness" or the assigned mission under their present structure. Standing alone to merge, means going from one frying pan to another. The executive agent for the two organizations would be likely the Navy or the Army, responsible for two different mission and two different staff by total orientation and academic offering.



I enclose a copy of some thoughts on the proposed university for your information. I have provided a copy of this paper to Mr. Syd Carroll. I hope you and the other Commissioners will be able to extend my thanks to Mr. Carroll and to Mr. Wes Hood for their concise and In depth analysis on behalf of the commission and for my being able to meet them here in Monterey.

  
Alfie Khalil  
President

Cc: Union Executive Board  
AFGE -AFL-CIO  
Washington D.C