

March 2012 Board of Visitors Meeting
of the
Defense Language Institute Foreign Language Center
Monterey, California

March 21, 2012

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TAB A- Administrative Details
FEDERAL REGISTER ANNOUNCEMENT

DEPARTMENT OF DEFENSE

Department of the Army, Board of Visitors, Defense Language Institute Foreign Language Center

AGENCY: Department of the Army, DoD.

ACTION: Notice of open meeting.

SUMMARY: Under the provisions of the Federal Advisory Committee Act of 1972 (5 U.S.C., Appendix, as amended), the Government in the Sunshine Act of 1976 (5 U.S.C. 552b, as amended) and 41 CFR 102–3.150, the Department of Defense announces that the following Federal advisory committee meeting will take place: Board of Visitors, Defense Language Institute Foreign Language Center.

Date: March 21, 2012.

Time of Meeting: Approximately 8 a.m. through 4:30 p.m. Please allow extra time for gate security for both days.

Location: Defense Language Institute Foreign Language Center and Presidio of Monterey (DLIFLC & POM), Weckerling Center, Monterey, CA 93944.

Purpose of the Meeting: The purpose of the meeting is to provide a general orientation to the DLIFLC mission and functional areas. In addition, the meeting will involve administrative matters, ACCJC interactions, and a review of previous BoV recommendations.

Agenda: Summary—March 21—The Board will be briefed on DLIFLC mission and functional areas. Board administrative details to include parent committee introduction, board purpose, operating procedures review, and oath. The Board may also meet members of the ACCJC as required, and will review past BoV recommendations.

Public's Accessibility to the Meeting:

Pursuant to 5 U.S.C. 552b and 41 CFR 102–3.140 through 102–3.165, and the availability of space, this meeting is open to the public. Seating is on a first come basis. No member of the public attending open meetings will be allowed to present questions from the floor or speak to any issue under consideration by the Board. Although open to the public, gate access is required no later than five work days prior to the meeting. Contact the Committee's Designated Federal Officer, below, for gate access procedures.

Committee's Designated Federal Officer or Point of Contact: Mr. Detlev Kesten, ATFL–APO, Monterey, CA 93944, Detlev.kestn@us.army.mil, (831) 242–6670.

SUPPLEMENTARY INFORMATION: Pursuant to 41 CFR 102–3.105(j) and 102–3.140 and section 10(a)(3) of the Federal Advisory Committee Act of 1972, the public may submit written statements to the Board of Visitors of the Defense Language Institute Foreign Language Center in response to the agenda. All written statements shall be submitted to the Designated Federal Officer of the Board of Visitors of the Defense Language Institute Foreign Language Center, and this individual will ensure that the written statements are provided to the membership for their consideration. Written statements should be sent to: Attention: DFO at ATFL–APO, Monterey, CA 93944 or faxed to (831) 242–6495.

Statements must be received by the Designated Federal officer at least five work days prior to the meeting.

FOR FURTHER INFORMATION CONTACT: Mr. Detlev Kesten, ATFL–APO, Monterey, CA 93944, Detlev.kestn@us.army.mil, (831) 242–6670.

TAB B- Meeting Agenda

Wednesday, 21 March

- 7:30 am BoV members depart the Merritt House Inn, 386 Pacific St., Monterey via van for the DLIFLC Weckerling Center, Bay View Room
- Escorts: Mr. Detlev Kesten
Dr. Mina Lee, Faculty Associate
- 7:40 am – 8:00 am BoV members arrive at the Weckerling Center
- Escorts: Mr. Detlev Kesten, Dr. Mina Lee
- 8:00 am – 8:30 am Welcome Reception, Weckerling Center, Bay View Room
- Attendees: See (1)
- 8:30 am – 8:45 am Welcome Remarks
- COL Danial Pick, DLIFLC Commandant
- Dr. Donald Fischer, Provost, DLIFLC
- 8:45 am – 9:30 am Command Brief: Defense Language Institute Foreign Language Center (DLIFLC)
- COL Danial Pick, DLIFLC Commandant
- Dr. Jim Zhao, Associate Provost, Undergraduate Education
- Dr. Christine Campbell, Associate Provost, Language Science and Technology
- Dr. Betty Lou Leaver, Associate Provost, Continuing Education
- Mr. Deniz Bilgin, Associate Provost, Evaluation and Standardization
- Mr. Detlev Kesten, Associate Provost for Operations
- 9:30 am – 9:45 am Break
- 9:45 am – 10:15 am BoV Administration: Oath of Office, Structure, Reporting, BoV Operating Procedures, DLIFLC Vision Statement review
- Mr. Detlev Kesten, Designated Federal Official
- 10:15 am – 10:45 am Ethics Training for Special Government Employees and Financial Disclosure Management (OGE Form 450)
- CPT Michael Lamphier, Chief, Administrative Law, Staff Judge Advocate (SJA) Office
- Mr. Mike Bruun, SJA Office
- 10:45 am – 11:00 am Break
- 11:00 am – 11:30 am Introduction of the Accrediting Commission for Community and Junior Colleges (ACCJC) Comprehensive Evaluation Team to the BoV and discussion

- Dr. Douglas Houston, Team Chair, ACCJC

- 11:30 am – 1:00 pm Working Lunch, Weckerling Center, Bay View Room
- Attendees: see (2)
- 1:00 pm – 1:30 pm .EDU Update
Mr. Jon Russell, CTO
- 1:30 pm – 2:00 pm Virtual DLI Update
Dr. Betty Lou Leaver, Associate Provost, Continuing Education
- 2:00 pm – 2:30 pm Attrition Study and Research Updates
Dr. Shannon Salyer, Faculty Associate
- 2:30 pm – 2:45 pm Break
- 2:45 pm – 3:15 pm DLPT5 Standard Setting Update
Ms. Ruth Mehr, Dean, Test Development
Dr. Seamus Rogan, Psychometrician, Evaluation & Standards
- 3:15 pm – 3:45 pm Group Cognition Project Update
Dr. Kueilan Chen, Faculty Associate
- 3:45 pm – 4:15 pm Review: BoV Recommendations 2007 – 2011
- 4:15 pm – 4:30 pm Coordination: Next BoV meeting
- 4:30 pm Meeting Adjourned

TAB C- Minutes

**Defense Language Institute Foreign Language Center (DLIFLC)
Board of Visitors (BoV)
Minutes**

Meeting Date: March 21, 2012
Time: 0800 - 1630

Board Members Present:

Dr. Patricia Boverie, Chair
Mr. Scott Allen
Dr. Richard Brecht
Dr. Robert Gard
Dr. James Keagle
Mr. Fred O'Such
Dr. Galal Walker

Board Members Not Present:

Dr. Lani Gunawardena
Dr. Ervin Rokke
Dr. Clara Yu, Co-Chair

BoV Alternate Designated Federal Official:

Mr. Detlev Kesten

March 21, 2012

Welcome Remarks

COL Danial Pick, Commandant of DLIFLC, welcomed the BoV members. COL Pick thanked the BoV members for taking the time to attend the BoV meeting, followed by a short update of the latest challenges DLIFLC is facing as the institute continues to grow in fulfilling its mission requirements, and told the BoV members that they would be briefed about new developments and issues the institute is facing. In addition, COL Pick pointed out that the BoV meeting coincided with a site visit by the Accrediting Commission for Community and Junior Colleges (ACCJC). Following his brief introduction, the Provost of DLIFLC, Dr. Donald Fischer, welcomed all present and extended his appreciation to the Board for its continued interest in DLIFLC's mission.

DLIFLC Command Briefing

COL Pick presented a Command Brief, outlining the latest structure of DLIFLC's mission. COL Pick emphasized that DLIFLC not only provides foreign language education but has a robust program to include evaluation, research, language sustainment, and test development and administration. In addition, DLIFLC continues to move away from delivering foreign language education strictly in a brick and mortar setting to delivering foreign language education to the point of need. COL Pick further elaborated on the overall student and faculty population, and provided more detail on the various

languages that are currently being taught at DLIFLC. The presentation was augmented by a number of videos providing more details in support of DLIFLC's mission.

BoV Administration

The BoV handled a few required administrative actions:

- Mr. Detlev Kesten, Alternate Designated Federal Official, administered the Oath of Office to all BoV members present. He continued by reviewing the BoV Charter. The Board unanimously agreed to adopt DLIFLC's updated Vision Statement. No changes to the current DLIFLC Mission Statement.
- The Board also changed the term of serving on the Board to three years with the provision to serve another three years. This reflects current appointment memoranda terms.

Ethics Training and FDM Orientation

LTC Schmittel greeted the BoV members, introduced Mr. Young Park, Staff Attorney, and Mr. Mike Bruun, Paralegal, and reminded everyone of the importance of the training, designed to protect everyone's good name and the name of the institute. LTC Schmittel reiterated the importance of the Ethics training and went over its key points, including the Hatch Act and how conflict of interest should be avoided at all cost by knowing the law. He also covered the importance of the OGE Form 450 and FDM, Financial Disclosure Management. After some individual questions, LTC Schmittel concluded the orientation.

Introduction of ACCJC Comprehensive Evaluation Team

The ACCJC Evaluation Team took 30 minutes out of their site visit schedule to introduce themselves to the BoV. The ACCJC members took the opportunity to ask questions about the BoV involvement in preparing for the accreditation visit. Specifically, the questions focused on the delay in BoV re-appointments, what caused the delay, the role of the BoV in the creation and approval of the DLI Accreditation Self-Study, the BoV's recommending authority to the AEAC, the overall effectiveness of the BoV, and what they see as areas for improvement. Further, the question of fair pay of the DLI faculty was posed, and how they compare with the standards of other institutions. Both the Provost and members of the BoV took turns answering the questions and all the questions were answered to the ACCJC members' satisfaction.

Working Lunch: Resourcing Program Changes for DLIFLC

Mr. Richard Chastain, Director of Resource Management, gave a presentation on how DLIFLC is funded, and what program changes might be in store for the institute. Mr. Chastain emphasized that resource requirements are driven by the number of training seats that the various DoD branches request. He provided a chart that outlined the various funding streams, and gave a detailed explanation on each of the funding sources.

.edu update

Mr. Jon Russell, Chief Technology Officer, presented an update on the deployment of the .edu network. He outlined the need to move away from the legacy .mil network to enable student access to websites that provide authentic language material but that are

traditionally denied access. According to Mr. Russell, the academic network will be able to adapt to mission changes, advances in educational theory, and emerging technologies quickly in order to enhance the language education mission. All of DLIFLC will migrate to the .edu network the end of 2013. In addition, the new network will support mobile device management and enable a robust wireless network.

Virtual DLI update

Dr. Betty-Lou Leaver, Associate Provost for Continuing Education (CE), presented the Virtual DLI update. Dr. Leaver started by stating that a few months ago, DLI started the Virtual DLI Advisory Committee (VDAC), headed by Dr. Fischer, Provost. She emphasized that the following programs have been expanded: AFPAK Hands, Language Enabled program, the Joint FAO program, Virtual face-to-face diagnostic assessment (DA) and the DA Specialist Certification Hybrid course. E-mentored Headstart and the Virtual Initial Acquisition course were listed as brand new programs. Dr. Leaver elaborated on the AFPAK Hands program as well as the Joint FAO program. She went on to talk about the Autonomous Language Learner Tutorial, briefly reviewed the Language Enabled Airmen Program (LEAP) and the Advanced FAO Module courses and FAO Skill Enhancement Program. Dr. Leaver also touched on ways to reach students in the next generation by utilizing Smart phones and other hand-held devices.

Attrition Study and Research update

Dr. Shannon Salyer, Faculty Associate, briefed an update on both the on-going Attrition Study as well as the Center for the Advanced Study of Languages (CASL) research project currently underway. For the attrition study, Dr. Salyer pointed out that the study spanned 18 months, focused on five Persian Farsi classes, capitalized on existing data and processes from both the schools and the military structure, and several methods were employed to triangulate the findings. Some preliminary findings revealed a disparity between high and low performers as far as the time it takes to complete homework assignments, the quality of the homework assignments, and the changes in processes and procedures in the schools and the military units. The CASL resources have been utilized by DLIFLC for a number of years. Current projects with CASL include DLAB2 (Defense Language Aptitude Battery 2), Working Memory training, factors influencing Listening Comprehension, Provost Goals and Objectives, Optimal Feedback in Distance Learning, Lexical Learning, Homework and Self-Study, and Tone Aptitude. Dr. Salyer elaborated on each project and answered questions from the BoV members.

DLPT5 Standard Setting update

Dr. Seamus Rogan, Psychometrician, and Ms. Ruth Mehr, Dean, Test Development, briefed the BoV on standard setting workshops and standard setting studies conducted by the Evaluation and Standardization Division of DLIFLC. Dr. Rogan introduced the life cycle of test validation, standard setting being a crucial part of that cycle. He emphasized that the main purpose of the standard setting workshops are to recommend test cut scores to policymakers and stakeholders. In 2009, the Provost commissioned to experts in the field to write and develop an overarching plan to conduct these workshops. This ensures continuity and uniformity going forward. Dr. Rogan went on to explain the composition of the panel in each workshop and how the workshops are being set up to accommodate

all participants. The process of the standard setting workshop is set up as follows. There are six phases over four days in a face-to-face setting: orientation, tailoring of Borderline Proficiency Level Descriptors (BPLD) to the target language, experiencing the test, training in the Angoff Yes/No method, two rounds of operational ratings, and three rounds of evaluation by panel members.

Group Cognition Project update

Dr. Donald Fischer, Provost, briefed the BoV members on DLIFLC's Group Cognition Project. The main effort of this initiative is give learners access to virtual environments that enable more effective learning. The project is being rolled out across DLI to build an online Community of Practice, to enable participants to apply various technology tools to increase teaching effectiveness, and users will be able to create a presentation on effective usage of DLIFLC language learning technologies and individual knowledge acquired through the project. Through interaction in group collaborative activities participants share knowledge, gain confidence, enhance technology proficiency, promote their speaking and presentation skills, appreciate the opportunity to learn personally and collectively, share their positive and best practices with colleagues and peers, get vertical access to management across the institute, and bond together across gender, ethnic, and functional lines.

Review of previous BoV Recommendations

Dr. Donald Fischer, Provost, reviewed previous BoV recommendations and what DLIFLC had done to react to and implement those recommendations. Specific topics included reducing overall student stress levels, dealing with DoD and Army funding cuts for FY13 and FY14, the importance of having a full complement of Military Language Instructors (MLIs) on board, encouraging increased dialogue with the Faculty Senate, increasing cultural components into the Basic School instruction, addressing DLPT5 issues, balancing military and language training in support of DLIFLC's core mission, establishing clearly defined start-stop points in DLIFLC's academic programs, overcoming technology issues due to restrictions placed on the military network, staying on the cutting edge of technological and pedagogical advances in support of TRADOC's Army Learning Model 2015, continuation of implementing the Defense Language National Security Office's (DLNSEO) strategic plan, a review of DLIFLC's Virtual CONOP, balancing efficient use of resident faculty versus contractor workforce to meet the demands of the institute, and keeping vigilant about cyber threats designed to weaken national security. A copy of the document is attached as an appendix.

BoV Deliberation

The BoV members met amongst themselves to draft recommendations from the meeting. The results are attached as an appendix.

Meeting adjourned at 1630

Minutes Approved: 16 May 2012, Dr. Patricia Boverie, BoV Chair

TAB D- Subcommittee Members/Mission/Meeting Purpose

Subcommittee/Board Members:

Dr. Patricia Boverie, Chair

Dr. Clara Yu, Co-Chair

Mr. Scott Allen

Dr. Richard Brecht

Dr. Robert Gard

Dr. Lani Gunawardena

Dr. James Keagle

Mr. Fred O'Such

Dr. Ervin Rokke

Dr. Galal Walker

Mission:

The Defense Language Institute Foreign Language Center (DLI) is a Department of Defense School under the executive agency of the U.S. Army. The DLI Board of Visitors (BoV) is governed by the Federal Advisory Committee Act (FACA) of 1972, as amended, and is a subcommittee of the Army Education Advisory Committee (AEAC). The purpose of the DLI Board of Visitors (BoV) is to provide the Commandant, through the Army Education Advisory Committee, with advice on matters related to the Institute's mission, specifically: academic policies, staff and faculty development, student success indicators, curricula, educational methodology and objectives, program effectiveness, research, and academic administration.

Meeting Purpose:

The Board will be briefed on DLIFLC mission and functional areas. Board administrative details to include parent committee introduction, board purpose, operating procedures review, and oath. The Board may also meet members of the ACCJC as required, and will review past BoV recommendations.

TAB E- Observers and Guests

Accrediting Commission for Community and Junior Colleges Visiting Team

TAB F- Handouts

The BoV Members received handouts during the meeting. The titles below are in order of presentation:

1. DLIFLC Command brief BoV 21 March 2012
2. RM DLIFLC Programmatic Funding Sources
3. .EDU Slides
4. Virtual DLIFLC for BoV
5. Study Updates
6. Standard Setting
7. Group Cognition
8. BoV Operating Procedures

TAB G- Actions Forwarded to the AEAC

BoV Recommendations from meeting conducted March 21, 2012:

- 1) Constraints on the ability to utilize the budget; hiring of new faculty; headcount freeze on Title X employees.

The combination of higher enrollment combined with the hiring freeze lowers the capability to produce high-quality linguists. Larger class size is not the solution.

Recommendation: The BoV strongly supports efforts to get a waiver to increase Title X faculty headcount to the optimal size. Class size should not be increased.

- 2) Raise quality of students coming to DLI; 25% DLAB (Defense Language Aptitude Battery) waiver increases costs and inefficiencies.

Recommendation: The BoV supports concept of a foundation to raise the level of awareness of DLI; to provide a message which targets high school and college kids to understand the benefits of a language education at DLI; to enhance the recruitment of higher-quality servicemen who are attracted to joining the military because of the perceived benefits which arise from studying a language at DLI.