

**31 July 2013 and 1 August 2013 Board of Visitors Meeting**  
**of the**  
**Defense Language Institute Foreign Language Center**  
**Monterey, California**

**31 July 2013 and 1 August 2013 Contents**

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TAB A- Administrative Details  
FEDERAL REGISTER ANNOUNCEMENT

**BILLING CODE: 3710-08**

**DEPARTMENT OF DEFENSE**

**Department of the Army**

**Army Education Advisory Subcommittee Meeting Notice**

**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:

*Name of Committee:* Board of Visitors (BoV), Defense Language Institute Foreign Language Center Subcommittee.

*Date:* July 31, 2013 and August 1, 2013.

*Time of Meeting:* Approximately 7:45 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), Building 614, Conference Room, Monterey, CA, 93944.

*Purpose of the Meeting:* The purpose of the meeting is to provide an overview of DLIFLC's Foreign Language Program to the BoV. In addition, the meeting will involve administrative matters.

*Proposed Agenda:* Summary—July 31—Board administrative details and orientation to DLIFLC class size and DLIFLC foreign language potential. August 1—The Board will be briefed on items of interest to DLIFLC and BoV, if applicable, and will have time to compile observations pertaining to agenda items on July 31 and August 1. Deliberations leading to provisional findings will be referred to the Army Education Advisory Committee for deliberation by the Committee under the open-meeting rules.

**FOR FURTHER INFORMATION CONTACT:** For information contact Dr. Robert Savukinas, Sub-Committee's Alternate Designated Federal Officer: ATFL-APO, Monterey, CA, 93944, Robert.Savukinas@us.army.mil, (831) 242-5828.

**SUPPLEMENTARY INFORMATION:** Public's Accessibility to the Meeting: Pursuant to 5 U.S.C. 552b and 41 CFR 102-3.140 through 102-3.165, this meeting is open to the public however, any member of the public wishing to attend this meeting should contact the Subcommittee's Alternate Designated Federal Officer (see **FOR FURTHER INFORMATION CONTACT**) at least ten calendar days prior to the meeting for information on base entry. Individuals without a DoD Government Common Access Card require an escort at the meeting location. Seating is on a first-come basis.

*Filing Written Statement:* Pursuant to 41 CFR § 102.3.140(d), the Subcommittee is not obligated to allow the public to speak, however, any member of the public, including interested organizations, wishing to provide input to the Subcommittee concerning the subcommittee's mission and functions, should submit a written statement in accordance with 41 CFR § 102-3.105(j) and 41 CFR § 102-3.140(c) and section 10(a)(3) of the Federal Advisory Committee Act and the procedures described in this paragraph. Written statements can be submitted to the Subcommittee Alternate Designated Federal Officer at the address listed (see **FOR FURTHER INFORMATION CONTACT**). Statements being submitted in response to the stated agenda mentioned in this notice must be received at least ten calendar days prior to the meeting which is the subject of this notice.

Written statements received after this date may not be provided to or considered by the Advisory Committee until its next meeting. The Subcommittee Alternate Designated Federal Officer will review all timely submissions with the Subcommittee Chairperson and ensure they are provided to members of the Subcommittee before the meeting that is the subject of this notice. 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. Brenda S. Bowen Army Federal Register Liaison Officer [FR Doc. 2013-15447 Filed 06/27/2013 at 8:45 am; Publication Date: 06/28/2013]

TAB B- Meeting Agenda

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

**31 July and 1 August 2013**

Monday & Tuesday, 29 & 30 July 2013

BoV Members arrive in Monterey.

Wednesday, 31 July 2013

- 7:45 am            Leave Portola Plaza Hotel for the Defense Language Institute Foreign Language Center  
- Escort: Mr. Detlev Kesten and Dr. Robert Savukinas with government vehicle.
- 7:55 am            Arrive Bldg. 614 Rasmussen Conference Room (RCR), Defense Language Institute Foreign Language Center (DLIFLC) and Presidio of Monterey  
- Park in Reserved Parking Space in front of Bldg. 614 (3 parking spaces marked by pylon)  
- Received by Dr. Betty Lou Leaver, DLIFLC Provost
- 8:00 am – 8:30 am    Welcome Reception and Welcome Remarks  
- COL Danial Pick, Commandant, DLIFLC  
- Dr. Betty Lou Leaver, Provost, DLIFLC  
- Attendees at (1) Below
- 8:30 am – 8:45 am    Call to Order, BoV FACA Compliance, Elect Chair and Co-Chair, Administrative Business  
- Dr. Robert Savukinas, Associate Dean, ADFO
- 8:45 am – 9:15 am    BoV Ethics Training  
- DLIFLC SJA/Ethics Attorney
- 9:15 am – 10:15 am    Cycle of Excellence  
USAMAA, Furlough, and Sequestration Update and Discussion  
- COL Danial Pick, Commandant, DLIFLC  
- Ms. Clare Bugary, Acting Chief of Staff  
- Mr. Brian Perry, DCSPL  
- Mr. Richard Chastain, DCSRM
- 10:15 am – 11:00 am    Focus Area Introduction  
- Dr. Betty Lou Leaver, Provost, DLIFLC
- 11:00 am – 12:30pm    Focus Area 1: Class Size  
Presentation and BoV Roundtable with Undergraduate Education (UGE) Deans

Presentation: Research on Class Size  
- Dr. Shannon Salyer, Faculty Associate  
Roundtable Discussion: Class Size  
Attendees: UGE Deans (Attendees at (2) below.)

- 12:30 pm – 1:15 pm Lunch  
Lunch Presentation: UGE Update on Proficiency and Production  
Dr. Jim Zhao, Associate Provost, Undergraduate Education
- 1:15 pm – 1:40 pm BoV moves to DoD Center, Continuing Education (CE) Conference Room  
Escort: Mr. Detlev Kesten and Dr. Robert Savukinas with government vehicle.
- 1:40 pm – 4:40 pm Focus Area 2: Foreign Language Program Potential
- 1:40 pm – 2:40 pm Continuing Education: Proposed 12 week courses  
- Dr. Andrew Corin, Dean, Resident Program  
Continuing Education: Defense Threat Reduction Agency (DTRA) Russian  
- MAJ Hatem Abdine, Acting Associate Provost, Continuing Education  
Continuing Education Spanish Curriculum  
- Ms. Mirtha Kaufman, Spanish Branch Chief, Continuing Education
- 2:40 pm – 2:45 pm Break
- 2:45 pm – 3:30 pm CE Student time with BoV  
- Dean Escort Dr. Andrew Corin  
- Six (6) students for discussion and questions posed by the BoV Member  
- Location: CE Conference Room
- 3:30 pm – 3:35 pm Break
- 3:35 pm – 4:20 pm CE Faculty time with BoV  
- Dr. Andrew Corin, Dean  
- Six (6) teachers to participate in discussion and questions  
- Location: CE Conference Room
- 4:20 pm – 4:40pm Immersion Language Program Briefing  
- Ms. Jelena Teague, Acting Director, Immersion Language Program  
- Location: CE Conference Room
- 4:40 pm – 4:45 pm Discussion and adjournment  
- BoV Chair
- 5:05 pm Van transports BoV Members to Portola Plaza Hotel  
- Escorted by Mr. Detlev Kesten, Dr. Robert Savukinas

Thursday, 1 August 2013

7:45 am	BoV leaves Portola Plaza Hotel for DLIFLC, Bldg. 614, RCR Conference Room - Escorted by Mr. Detlev Kesten and Dr. Robert Savukinas
8:00 am	Call to Order - BoV Chair
8:00 am – 9:00 am	Senior Leadership Roundtable - COL Danial Pick, Commandant, DLIFLC
9:00 am – 9:15 am	Academic Senate Update - Dr. Mahera Harouny, President, DLIFLC Academic Senate - Ms. Anastasia Polosukhina, Vice President, DLIFLC Academic Senate - Dr. Gregory Menke, Secretary, DLIFLC Academic Senate
9:15 am – 9:30 am	BoV Photograph, Break
9:30 am – 10:00 am	DLIFLC Construction Update: Classroom Utilization Presenter: Mr. Rick Donovan, DCSP
10:00 am – 10:15 am	Break
10:15 am – 12:00 pm	BoV time to compile Outbrief
12:00 pm – 1:00 pm	Working Lunch, Bldg. 614, RCR - Attendees at (3) below
1:00 pm – 2:30 pm	BoV time to compile Outbrief
2:30 pm – 2:45 pm	BoV Outbrief to DLIFLC CMDT and Provost - BoV Chair
2:45 pm – 3:00 pm	Break, Move to Corpuz Hall, Bldg. 607, Auditorium B
3:00 pm – 3:30 pm	BoV Outbrief to Deans, Chairs and Faculty Leadership, Corpus Hall, Bldg. 607, Auditorium B - BoV Chair - Attendees at (4) below.
3:30 pm – 3:45 pm	Closing Remarks by COL Pick
3:45 pm – 4:00 pm	BoV Administration: Meeting Evaluation, Scheduling and Adjournment - Dr. Robert Savukinas, ADFO
4:05 pm	Van departs RCR en-route to Portola Plaza Hotel



TAB C- Minutes

**Defense Language Institute Foreign Language Center  
Board of Visitors [BoV]  
Meeting Minutes**

**Meeting Date:** July 31 & August 1, 2013

**Place:** Defense Language Institute Foreign Language Center, Monterey, CA  
93944

**Board of Visitors Members Present:**

Mr. Scott Allen  
Dr. Richard Brecht  
Dr. Robert Gard  
Dr. James Keagle  
Mr. Craig Wilson

**Board of Visitors Members Not Present:**

Dr. Ervin J. Rokke  
Dr. Galal Walker

**Alternate Designated Federal Official (ADFO) for the Defense Language  
Institute Foreign Language Center:**

Dr. Robert Savukinas  
Mr. Detlev Kesten

**Army Education Advisory Committee (AEAC):**

Dr. Michael Wartell, Chair  
Mr. Wayne Joyner, AEAC Designated Federal Official

**July 31, 2013**

**Welcome Remarks**

COL Danial Pick, DLIFLC Commandant, welcomed all in attendance. All individuals in attendance introduced themselves to the BoV.

**Call to Order, BoV FACA Compliance, Administrative Business**

Dr. Robert Savukinas called the meeting to order at 0829. Dr. Savukinas indicated that quorum is achieved.

Dr. Savukinas discussed the role and requirements of the BoV Chair and of the BoV Co-Chair. Accrediting Commission (ACCJC) policy on governing boards was discussed to include military retiree serving as presiding officer and any potential conflict of interest. Dr. Savukinas said he received an email from Dr. Galal Walker expressing interest in serving as either Chair or Co-Chair. Dr. Richard Brecht added that he is no longer part of Center for Advanced Study of Language. Dr. Gard nominated Dr. Brecht to serve as DLIFLC BoV Chair. Dr.

Keagle seconded. Unanimous vote cast in favor of Dr. Brecht serving as BoV Chair.

Dr. Walker was nominated by Mr. Scott Allen, Dr. Robert Gard seconded. Unanimous vote cast in favor of Dr. Walker serving as BoV Co-Chair.

Administrative business continued with discussion of BoV reporting structure, and membership. Dr. Savukinas introduced AEAC representatives, Dr. Michael Wartell and Mr. Wayne Joyner. Dr. Savukinas explained that the DLIFLC BoV is an AEAC subcommittee. As such, the BoV reports recommendations directly to the AEAC in accordance with accrediting commission policy. Dr. Wartell added that it is also part of the Federal Advisory Committee Act.

Mr. Allen inquired about BoV membership. Dr. Savukinas explained that current membership is 7, with the maximum being 12 members. Dr. Savukinas indicated that we had four members who departed and one new member. Board diversity and expertise was addressed. Dr. Wartell indicated that DLI BoV lost three members who were academics. Dr. Wartell suggested replacing with other academics to allow the BoV to obtain an understanding of the culture of education and academics. BoV continued discussion on membership to include a brief summary of prior members and how to attract new members. Dr. Keagle expressed concern for future meetings meeting quorum due to travel-related difficulties.

Ms. Janet Quenga discussed travel-related expenses and reporting and answered BoV Member questions pertaining to reimbursements, travel and other logistics.

### **BoV Ethics Training for Special Government Employees and Financial Disclosure Management Brief [OGE Form 450]**

LTC Dolan greeted the BoV members as the Staff Judge Advocate of DLIFLC and the Garrison. LTC Dolan indicated that he is the ethics counselor and provided an Ethics training brief to the BoV. He started by asking if any BoV members had any questions pertaining to the OGE Form 450, Confidential Financial Disclosure.

The training covered all required ethics topics to include the legal consciences of being a Special Government Employee (SGE), the Hatch Act, days as an SGE, per diem, classic and representational conflict of interest, use of government position, gifts.

LTC Dolan concluded the training with a detailed explanation of the OGE 450 filing process. The purpose of the OGE Form 450 is to identify possible conflicts of interest. BoV members (SGE's) must fill out and submit the OGE Form 450, which is the Confidential Financial Disclosure Report. The form must be

submitted at the anniversary of the member's appointment. LTC Dolan discussed reporting issues, financial interest report and offered assistance to BoV members.

### **Building Capacity through the Cycle of Excellence**

COL Pick discussed building capacity through the Cycle of Excellence. In doing so, he presented the context in which DLIFLC is operating. COL Pick described directives from Secretary Gates to reduce civilian manpower. This resulted in a hiring freeze for DLIFLC and a need to bring down DLIFLC civilian manpower levels to FY10 levels. This is a paradigm change from 2003 to about 2011 in which DLIFLC received the mission and funding, and DLIFLC executed the mission with the funding. This allowed DLIFLC to bring on over hires to do the mission. COL Pick indicated an expectation of DLIFLC to reduce manpower and produce a better product. COL Pick outlined steps that the enterprise can take to reduce manpower and still produce professional linguists. The steps include recruiting students with the right aptitude scores to send to DLIFLC, improve instruction, curriculum and match DLIFLC graduates' skills to follow-on tasks/military assignments.

### **Proficiency Results: FY 12 and FY 13**

COL Pick updated the BoV on FY 12 and FY 13 proficiency results. In FY12, 77.3% of those who reached the end of the course passed the DLPT 2/2/1+ or better. Attrition is the loss of students for academic, administrative and other reasons. Students who make it to the end of the course and pass the DLPT are calculated in the production rate, which is 61%. In comparison with FY 13, the production rate is up 5%, from 61% to 66.1% and our proficiency rate has jumped 10% to 86.4%. COL Pick elaborated on the reasons for the increasing proficiency levels.

COL Pick reviewed the number of linguists produced by DLI over the past five years. He outlined the importance of holding to standard—the graduation standard, and reducing DLAB waivers. In addition, forensic review of student failures is conducted with the consideration of a retraining opportunity for the student when resources are available. Retraining data shows favorable results in terms of proficiency and cost saving as opposed to restarting another student into a new program. COL Pick and the BoV continued discussion on linguist assignments, matching tasks to service member skills, and improving service member retention after a student departs DLI.

COL Pick described the Cycle of Excellence as a model in improving the efficiency and effectiveness of the Defense Foreign Language program. COL Picks stated that his goal is to create system thinkers, individuals who are not just looking at DLI or just INSCOM, but individuals who understand interconnected enterprise that serves a national security function. COL Pick stated that senior leaders need a common operating picture of how issues or problem sets can be seen can identified over time and make informed decisions.

## **Issues: Budget, USAMAA, Sequestration, Furlough**

### **Budget:**

COL Pick briefed DLIFLC's budget covering in part what was discussed at the prior BoV meeting. COL Pick reviewed the budget allocation by category to include budget reduction planning. Specifically, DLI was directed by TRADOC to take a 49 Million dollar reduction in the last six months in the fiscal year. DLI successfully did so through hire lag, reducing research projects, travel and reducing supplies and equipment purchases. COL Pick indicated that DLI teachers are not going to conferences and interacting in academia as they should be. COL Pick stated that the lack of conference attendance and professional interaction will affect the professionalism of DLI's academic workforce. COL Pick indicated that the budget guidance is unknown for the next fiscal year. The working assumption is that it will be a continuation of the \$49M and possibly a 10% additional reduction in FY14.

### **USAMAA**

COL Pick reported that the United States Army Manpower Audit Agency (USAMAA) is nearing completion of a yearlong study of DLI, a portion of the study; the other portion will be completed in 15 months. The objective is to help get DLI's structure correct. The study will conclude with a recommendation for reduction of 448 requirements on our manning document, TDA. 258 of those 448 reductions will be FTEs, will be civilian requirements. USAMAA is continuing to review our IT requirements, because we have asked them to. That is a potential area of mission failure if we don't get them to allow what the institute needs. COL Pick stated that DLI is asking for 84 additional requirements that include our IT requirements. A little over 60 of those 84 are our IT requirements, above and beyond what USAMAA has approved. USAMAA is ongoing. USAMAA is determining minimum essential staffing. COL Pick indicated that once minimum essential staffing is determined, he would need to know that he can hire to that minimum essential staffing level.

COL Pick expressed concern with the USAMAA study due to the TDY constraints imposed upon USAMAA. Specifically, only one USAMAA person visited DLI. COL Pick also expressed concern that nobody at DLI is a manpower expert and that USAMAA does not consider language instruction in the same way DLI does.

### **Impact of Sequestration**

COL Pick reviewed two items associated with sequestration. First, DLIFLC has been given relief for hiring Title 10 FPS personnel. However, a freeze exists for GS. COL Pick is working with TRADOC for approvals based on manpower study results. Second is contracting delays that are impacting DLI's curriculum development, technology integration; testing projects; IT deployment.

### **Impact of Furlough**

COL Pick outlined the measures DLI is taking to mitigate the furlough effects. First, faculty members who hold H1B visas are exempt. Everyone beside the exempted employees is being furloughed. COL Pick reported that DLI is staggering furloughed employees on Monday's and Fridays, to keep a 5 day work week going. Some DLI schools are impacted more so than others. The Korean school is managing. However, for example, the Arabic schools are combining classes and have less one-on-one teacher-student interaction. COL Pick concluded by informing the BoV that the true impact of furlough will not be felt immediately; DLI will feel the effects in some results in increased attrition or lower proficiency rates as classes graduate in the months ahead.

### **Introduction to Focus Areas: Class Size and Foreign Language Program Potential**

Dr. Leaver introduced two focus areas to the BoV: Class size and foreign language program potential. Dr. Leaver explained that class size is related to USAMAA study. DLI will have to validate current student-teacher ratios. Dr. Leaver said that research and studies on class size and proficiency is inconclusive as class size interacts with other factors. USAMAA was unable to derive statistics on class size. As such, USAMAA gave DLIFLC one year to validate class size.

The second focus area is foreign language program potential. Dr. Leaver indicated that DLIFLC tends to be seen as an institute that is struggling to obtain 2/2 DLPT from it students when that is not the case. Dr. Leaver elaborated on the focus area by reviewing program potential, helping students become aware learners, End of Training Courses, and pedagogical improvements.

Dr. Leaver introduced Dr. Shannon Salyer to the BoV to further discuss coefficients. Specifically, Dr. Salyer outlined the reasons to perform coefficient studies. First being USAMAA requirements; second being fiscal and personnel constraints. A system needed to be developed to compare teacher performance. Within the coefficient are the categories of Teacher Effectiveness and Management Effectiveness. Dr. Salyer elaborated on the criteria of each, which is at the proposal stage, and next steps.

### **Focus Area 1: Class Size Discussion**

Dr. Salyer discussed the Proficiency Enhancement Program (PEP) as related to class size. Dr. Salyer provided a brief history and presented confounding variables for USAMAA, the first being to include early classes in the PEP process that had six students and were not classified as a PEP class. The second confounding variable was the implementation of DLPT5 during PEP implementation. Dr. Salyer presented a review of PEP Final Initiatives to include other factors such as comparison between DLPT versions, DLAB Mean Deviations, Academic Attrition.

Finally, Dr. Salyer discussed factors pertaining to Teacher Effectiveness and optimal class size. Teacher effectiveness focused on DLI's team teaching concepts, when USAMAA required individual instructor reporting. Class size data show, qualitatively, that students are happy with smaller class sizes; however, quantitatively, data are compounded by many variables/factors.

### **Lunch Presentation: UGE Update on Proficiency and Production**

Dr. Jim Zhao provided the BoV with an update on proficiency and production. He explained that the proficiency metric has been in place for over 30 years and that production metric is a more accurate measure. He explained the differences between the two measurements. Proficiency addresses the number of students who achieved the graduation requirements at the graduation time, and the Production addresses how many students' successes in the course out of the original number of the student and incoming students. Dr. Zhao presented several comparisons to include UGE proficiency and Production Rates since Fiscal Year 2008. In closing, Dr. Zhao presented UGE initiatives which focus on learner autonomy, diagnostic-based teaching, tailored instruction/homework, authentic materials, teaching to higher levels, and preventing student attrition.

### **BoV Moves to the to the DoD Center, Continuing Education (CE) Conference Room**

The BoV was transported via government vehicle to Department of Defense Center, Gigling Road.

### **Focus Area 2: Foreign Language Program Potential**

MAJ Hatem Abdine introduced the Continuing Education (CE) Leadership to the BoV. Dr. Andrew Corin, Dean of Resident Education presented current Resident Programs with an emphasis on growth areas. Dr. Corin described the Limited-Duration, Post-Basic Enhancement courses as responding to two service needs to include shorter program duration and lower cost. He reviewed project goals, course offerings, course development, completion and graduations, core principles and planning.

### **Russian Arms Control Speaking Proficiency Course (RACSPC)**

MAJ Abdine presented Russian Arms Control Speaking Proficiency Course. The Defense Threat Reduction Agency is the client. MAJ Abdine indicated that the program differs greatly from other courses in some way, and in other ways it draws upon the same experiences. The goal is different in that the students know exactly what they are going to be doing when they graduate. They are preparing to be consecutive interpreters assigned to the Defense Reduction Agency. The students need to become a highly technical linguist. The course is a longer course, with a goal of 3/3/2+.

MAJ Abdine continued by describing the program's college credit and course structure. He indicated that there is greater emphasis on speaking than in the other programs and numerous scenario and roundtable-like discussions take

place. Students take immersion trips as well as “ride-alongs” to go over DTRA inspection activities. In closing, MAJ Abdine reviewed staff, faculty and student demographics as well as DTRA assignment locations.

### **Continuing Education Spanish Curriculum**

Ms. Mirtha Kaufman, CE Spanish Branch Chief, briefed the Spanish Resident Programs. Ms. Kaufman covered the three levels of programs, intermediate, Advanced and refresher courses. As Spanish is a Category 1 language, the program’s duration is 18 weeks. As Spanish is spoken in 22 countries, courses are divided into semesters with focus divided according to Spanish speaking regions that are of strategic interest to the United States. The course is content based and task based. The students prepare presentations and perform roundtable discussions. The program also focuses on reading through novels dealing with the problematic nature of the drug trade and how it effects society. Field trips were cut due to budget limitations. To mitigate the effect, the program invites experts to the classroom. Spanish Intermediate offers 18 credits; Spanish Advanced offers 15 American Council on Education (ACE) credit recommendations.

### **Adjournment**

Dr. Brecht, BoV Chair, adjourned meeting at 5:17pm.

## **August 1, 2013**

### **Call to Order**

Dr. Brecht, BoV Chair, called the BoV to order at 8:05am

### **Senior Leadership Roundtable**

COL Pick outlined the importance of foreign language with the General Purpose Forces (GPF) and explained that foreign language and culture are a force multiplier. COL Pick explained balancing the upfront investment cost of having foreign language and not having foreign language capability.

COL Pick continued by describing DLIFLC’s intensive high level, long term language training and shorter term programs. He described DLIFLC’s Language Training Detachments, Mobile Training Teams, and online resources like GLOSS, which can be used without any face-to-face instruction, and BLTS where a DLIFLC instructor works with a linguist. COL Pick explained the resources available to GPF, however less clear is what is needed in the GPF ring. DLIFLC is working with Joint Base Lewis with 7<sup>th</sup> ID and 1<sup>st</sup> Corps. DLIFLC is also working with PACOM to focus requirements defined by each command. Commanders are asking for training. DLIFLC is conducting Korean training, Tagalog training and is assisting 1<sup>st</sup> Infantry with requirements for AFRICOM.



COL Pick continued the roundtable with a second topic, student to instructor ratio. COL Pick described ratios associated with each language category and the risks associated with changing the ratios. In addition, a recent academic review of DLIFLC reported only on the basic course, thereby omitting the intermediate and advanced language programs and the higher proficiency levels attained by students in those programs. These programs contribute to the 3/3 DLPT standard for agency and the department. COL Pick stated that in a time of constrained resources, the Army may look to offload mission. COL Pick expressed concern for the intermediate and advanced mission in that the programs are a vital capability and that nobody other than DLI teaches to a 3 level and beyond.

### **Academic Senate Update**

Dr. Mahera Harouny, President of DLIFLC's Academic Senate (AS) provided an update on current initiatives and items of interest to the Academic Senate. Dr. Harouny provided the BoV copies of the AS By-Laws and listed recent AS accomplishments. Among the accomplishments is the increase of communication between faculty and leadership.

### **BoV Photograph and Break**

Body members posed for BoV photos.

### **DLIFLC Construction Update: Classroom Utilization**

Mr. Rick Donovan provided a brief on the four story general instruction building that has been in construction for the past year, located adjacent to Collins Hall. Construction will be completed on April 11, 2014 with a move-in date of August 2014. Mr. Donovan provided data on Presidio of Monterey facilities in general, approved move plans and cost estimates, and the timeline of events from project initiation through building occupancy.

### **BoV Time to Compile Observations**

The BoV assembled discussed their findings, reviewed notes and formed their observations during this time.

### **BoV Outbrief to DLIFLC CMDT and Provost**

The BoV presented its initial outbrief to include observations to COL Pick and Dr. Leaver. The BoV discussed its observations and noted that final recommendations will be provided through AEAC.

### **BoV Outbrief to Deans, Chairs, Faculty Leadership**

The BoV presented its observations to DLIFLC staff and faculty.

### **Adjournment**

The next DLIFLC BoV meeting is scheduled for 11 and 12 December 2013. Dr. Brecht, BoV Chair, adjourned the meeting at 4:50pm.

TAB D- Subcommittee Members/Mission/Meeting Purpose

**Subcommittee/Board Members:**

Mr. Scott Allen  
Dr. Richard Brecht  
Dr. Robert Gard  
Dr. James Keagle  
Dr. Ervin Rokke  
Dr. Galal Walker  
Mr. Craig Wilson

**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 purpose of the meeting is to provide an overview of DLIFLC's Foreign Language Program to the BoV. In addition, the meeting will involve administrative matters.

Summary: July 31—Board administrative details and orientation to DLIFLC class size and DLIFLC foreign language potential. August 1—Items of interest to DLIFLC and BoV, if applicable, compile observations pertaining to agenda items on July 31 and August 1.

TAB E- Observers and Guests

No observers or guests.

TAB F- Handouts

The BoV Members received documents. The titles below are in order of presentation.

1. BoV Ethics Training
2. BoV Cycle of Excellence
3. BoV Provost Briefing
4. BoV Coefficient Research
5. BoV UGE Proficiency-Production Briefing
- 5a. BoV PEP Outcomes Presentation
6. BoV DTRA RACSPC Presentation
7. BoV CE Resident Education Briefing
8. BoV CE Spanish Resident Program
9. BoV Immersion Brief
10. BoV Academic Senate Brief
11. BoV New Construction Update

TAB G- Actions Forwarded to the AEAC

BoV Recommendations: Meeting conducted on 31 July 2013 and 1 August 2013:



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

The context in which the DLIFLC operates is complex, but there is no doubt that the national security needs of the nation that involve language are constant and growing. On the first day of its biannual meeting, the following quote appeared in the Washington Post:

*There is a new, smaller U.S. Army in the works whose officers and enlisted men and women will have greater regional expertise and language skills and the ability to put together prepackaged, limited-size units for rapid overseas deployment, according to Gen. Raymond Odierno, the Army chief of staff. Washington Post, Thursday, August 1, 2013.*

Against this context, the Board of Visitors (the Board) makes the following recommendations:

First, the Board commends DLIFLC leadership, faculty and staff for:

- the development of the comprehensive “cycle of excellence”;
- the substantial reduction in the number of waivers granted to incoming students who fail to achieve the qualifying score on the DLPT; and,
- the improving “production rate,” i.e. the increase in the proportion of students who successfully complete the basic language course at, the target levels of proficiency. (cf. “production” rates)

In addition, the Board takes note of the significantly greater attention to student and learning centric education.

Second, with regard to the student-faculty ratio in the classroom, the Board notes that there are too many variables affecting teaching and learning in the classroom to definitely attribute success to a single factor. However, the DLIFLC has extensive experience with different student faculty ratios and class sizes in reaching its current level of excellence. The Board has received substantial testimonial evidence from students and faculty that the current student-faculty ratio and class configurations are working effectively. Accordingly, the Board recommends strongly that the student-faculty ratio not be increased at this time for financial reasons and that the DLI conduct carefully controlled experiments to gain empirical evidence on whether or not any such increase degrades classroom success.

Third, with regard to the Intermediate & Advanced Programs, the Board commends the School of Continuing Education for the impressive “production rate” in 2013 of 82%. These results indicate that this school is a unique language enterprise, unmatched in our ken by university language education programs in the U.S. We note that the American Council on Education, in its July

20, 2012 visit, recommended that advanced credit for the School's advanced language courses be given in the area of social science disciplines (e.g. history, political science, etc.). The Board cites this as evidence that the courses were of such a sophisticated level of language that they were equivalent to discipline content courses in higher education. This approach, in our view, would less likely apply to regular language offerings in colleges and universities around the nation.

Fourth, with regard to the current situation with furloughs in the Institute, the Board is concerned that these furloughs are affecting efficiency and morale of faculty and students, especially given the normal challenges of teaching at the DLI. Accordingly, the Board supports the current deliberation, emanating from faculty and students, to modify the current furlough-affected duty week schedule in order to minimize effect on teaching and learning.

Fifth, the Board recognizes and supports long-standing and ongoing efforts to improve communication between faculty and management, especially given the challenges facing the Institute in these times. It applauds the efforts of the Faculty Senate in this regard and encourages leadership to continue working with the Senate to address the challenges it has identified.

Sixth, the Board applauds the Commandant's judgment that in the DoD "Senior leaders need a common operating picture," basically acknowledging that DLIFLCs success depends on the broader DoD and IC context in which its graduates operate as well as on its own capabilities. The Board is seeking more effective ways to support in the Commandant in achieving this part of his "cycle of excellence." Therefore, the Board needs to be fully staffed in keeping with accreditation guidelines and its charter to support DLIFLC leadership in as an effective a manner as possible.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "R. D. Brecht", written in a cursive style.

Richard D. Brecht  
Chair

Submitted on behalf of the members of the DLIFLC Board of Visitors  
Approved by DLIFLC Board of Visitors: 23 September 2013