

11 and 12 December 2013 Board of Visitors Meeting
of the
Defense Language Institute Foreign Language Center
Monterey, California

11 – 12 December 2013 Contents

TAB A-	Administrative Details
TAB B-	Meeting Agenda
TAB C-	Minutes
TAB D-	Subcommittee Members/Mission/Meeting Purpose
TAB E-	Observers and Guests
TAB F-	Handouts
TAB G-	Actions Forwarded to the AEAC

TAB A- Administrative Details
FEDERAL REGISTER ANNOUNCEMENT

Federal Register Vol 78, No. 222, Monday November 18, 2013/Notices

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 (DLI) Foreign Language Center Subcommittee.

Date: December 11, 2013 and December 12, 2013.

Time of Meeting: Approximately 7:45a.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— December 11—Board administrative details, DLIFLC current initiatives and lifelong learning. December 12—The Board will have time to compile observations pertaining to agenda items on December 11 and deliberations leading to provisional findings will be referred to the Army Education Advisory Committee for deliberation by the Committee under the open-meeting rules.

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. Contact the Sub-Committee's Alternate Designated Federal Officer, below, for gate access procedures.

Sub-Committee's Alternate Designated Federal Officer or Point of 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: 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 DLI in response to the agenda. All written statements shall be submitted to the ADFO for DLI Board of Visitors (see **FOR FURTHER INFORMATION CONTACT**). Statements must be received by the ADFO at least 10 work days prior to the meeting. Written statements received after this date may not be provided to or considered by the Board of Visitors of the DLI until its next meeting. The ADFO will review all timely submissions with the Chairperson, and ensure they are provided to the members of the respective subcommittee before the meeting. After reviewing written comments, the Chairperson and the ADFO may choose to invite the submitter of the comments to orally present their issue during open portion of this meeting or at a future meeting. The ADFO, in consultation with the Chairperson, may allot a specific amount of time for the members of the public to present their issues for review and discussion.

FOR FURTHER INFORMATION CONTACT: For information, please contact Dr. Robert Savukinas, at *robert.savukinas@*

us.army.mil. Written submissions are to be submitted to the following address:

Defense Language Institute Foreign Language Center,
ATTN: Alternate Designated Federal Officer (Savukinas),
ATFL-APO, Monterey, CA 93944.

Brenda S. Bowen,

Army Federal Register Liaison Officer.

[FR Doc. 2013-27517 Filed 11-15-13; 8:45 am]

BILLING CODE 3710-08-P

TAB B- Meeting Agenda

- Dr. Richard Brecht, DLI BoV Chair

8:00 am – 8:30 am	Focus Area (Continued) Command Language Program - CW4 Michael (Shawn) Williamson, Director
8:30 am – 9:00 am	Applied Emerging Technologies (AET) - Dr. Leah Graham, Director
9:00 am – 10:00 am	Common Operating Picture/Cycle of Excellence - COL Danial Pick, Commandant, DLIFLC
10:00 am – 12:00 pm	BoV time to compile Outbrief
12:00 pm – 1:00 pm	BoV working lunch, Bldg. 614, RCR - Attendees at (2) below
1:00 pm – 2:30 pm	BoV time to compile Outbrief
2:30 pm – 2:45 pm	BoV Administration: Meeting Evaluation, Scheduling, Photo - Dr. Richard Brecht, DLI BoV Chair - Dr. Robert Savukinas, ADFO
2:45 pm – 3:00 pm	BoV Outbrief to DLIFLC CMDT and Provost - Dr. Richard Brecht, DLI BoV Chair
3:00 pm – 3:15 pm	Break, Move to Corpuz Hall, Bldg. 607, Auditorium B
3:15 pm – 3:30 pm	BoV Outbrief to Deans, Chairs and Faculty Leadership, Corpuz Hall, Bldg. 607, Auditorium B - Dr. Richard Brecht, DLI BoV Chair - Attendees at (3) below.
3:30 pm – 3:45 pm	Closing Remarks by COL Pick
3:45 pm – 4:00 pm	Adjournment - Dr. Richard Brecht, DLI BoV Chair
4:05 pm	Van departs for Portola Plaza Hotel

TAB C- Minutes

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

Meeting Date: December 11 & December 12, 2013

Place: Department of Defense Center, Monterey, CA and Defense Language Institute Foreign Language Center, Monterey, CA 93944

Board of Visitors Members Present:

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

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

Dr. Robert Savukinas, Associate Dean of Academic Affairs

December 11, 2013

Call to Order/Welcome Remarks

Dr. Richard Brecht, BoV Chair, called the meeting to order at 8:33am and welcomed all in attendance. He called upon Dr. Robert Savukinas, ADFO, who reported that the meeting was announced in the Federal Register on 18 November in accordance with policy. Dr. Savukinas indicated that this meeting is an open meeting and that quorum is achieved.

Ms. Janet Quenga discussed travel-related expenses and reporting.

Review of AEAC Operating Procedures Change, DLIFLC BoV Membership Update, Approval of BoV By-Laws, Review of Academic Senate By-Laws

Dr. Robert Savukinas presented the BoV with the Army Education Advisory Committee (AEAC) Charter. DLIFLC BoV is an AEAC subcommittee. In addition, Dr. Savukinas presented the DLIFLC BoV Operating Procedures. The last time the DLIFLC BoV Operating Procedures was reviewed and approved was March 2012.

Dr. Savukinas reported that the AEAC Charter had a change that pertains to all of its subcommittees, to include DLIFLC BoV. Specifically, subcommittees or its members shall not update or report directly to the Department of Defense or any Federal officers or

employees. Dr. Savukinas discussed the communication channel as: the board meets, deliberates, and makes recommendations pertaining to DLIFLC to the AEAC. The AEAC reviews the recommendations and provides comment, if any. Dr. Brecht indicated that the board should act as a group. In terms of recommendations, Dr. Savukinas advised the BoV that the AEAC is seeking actionable recommendations.

Dr. Savukinas provided an update on DLI's effort to increase BoV membership. The BoV members discussed seeking additional members to encourage BoV diversity.

Dr. Savukinas provided members with a copy of the BoV Operating Procedures. Discussion surrounded BoV membership of active military personnel. Dr. Savukinas indicated that DLIFLC's accrediting commission has policy limiting the number of military and veterans that can serve on the BoV; however, that language is not reflected on the BoV operating procedure. The BoV unanimously agreed to have the BoV Operating Procedures reflect the following language: Membership shall be in accordance with Accrediting Commission for Community and Junior College of the Western Association of Schools and Colleges policy on Governing Boards for Military Institutions.

The BoV discussed the DLI Academic Senate (AS) structure as described in the AS By-Laws. Drawing from BoV member experience and models at both military and state colleges, the BoV observed the structure as sound. The BoV also appreciated being updated by the AS during the last BoV meeting.

Accreditation Update to BoV

Dr. Jack Franke provided an update on the Progress Report due to ACCJC. The focus areas are ACCJC Recommendation #1 (mission) and Recommendation #2 (institutional planning) as found in the ACCJC Action Letter dated July 2012. Besides completing the ACCJC tasks, Dr. Franke noted that the commission is looking for continuous robust dialogue leading to continuous quality improvement. Drs. Franke and Savukinas will share and discuss the Progress Report with the BoV during the next scheduled BoV meeting.

DLIFLC Mission and Vision Statement Revision: Process and Outcome

Mr. Karl Berscheid, Chief of Plans, briefed the BoV on how the DLIFLC Mission Statement and Vision Statements were developed. The Mission and Vision Statements were reviewed during an Offsite conducted in June 2013. Participants consisted of deans, faculty representatives, staff and military leadership. Mr. Berscheid reviewed prior mission and vision statements. The purpose of the review was to determine whether or not DLI is accurately representing what it is trying to accomplish. Mr. Berscheid shared several prior drafts of the mission statement with the BoV members. The BoV asked questions pertaining to specific terminology found in the mission statement such as culturally-based and training and education.

Discussion moved to the Vision Statement derived at the offsite. Discussion surrounded terminology found in the Vision Statement such as education and training and the term “point of need”. The BoV supports the DLIFLC Mission and Vision Statement. Dr. Leaver indicated that the statements will be examined again during the next offsite in 2014.

Mr. Berscheid added that a Values Statement was created and supported by offsite participants and the command, as indicated in Mr. Berscheid’s presentation.

Last, Mr. Berscheid updated the BoV on the DLIFLC strategic plan, titled DLIFLC Campaign Plan. He reviewed 2013 Major Objectives and accomplishments. Mr. Berscheid also presented the Campaign Plan Reformation approved for Fiscal Year 2014 through Fiscal Year 2018. He indicated that the new strategic plan was a product of TRAC Monterey’s analysis, working group input and DLIFLC’s Off-Site recommendations.

Provost Restructuring Initiative

Dr. Leaver began the Provost Restructuring Initiative brief by reviewing the USAMAA assessment process. Dr. Leaver highlighted the challenges that USAMAA had in assessing DLIFLC personnel positions. Specifically, she indicated a shortage of USAMAA personnel at DLIFLC and the brevity of their visit did not provide enough time for USAMAA to fully understand the institute’s complexity. Dr. Leaver continued with a discussion of the USAMAA results indicating that the Provost organization suffered a significant decline in positions. Col Wallace added that even with a reclama (appeal), DLIFLC’s USAMAA authorized positions did not significantly improve.

Dr. Leaver indicated that DLIFLC will brief TRADOC on how the institute is dealing with the USAMAA cuts, namely the Provost Restructuring Initiative. Dr. Leaver indicated that due to the USAMAA cuts in DLIFLC billets/personnel being as deep as they were, the institute cannot support the mission as it once did. The realignment is intended to support the mission under the personnel strength. Dr. Leaver cited Language Science and Technology/Curriculum Development which lost over 50 percent of its assigned personnel strength. DLIFLC examined the organization’s mission and structure and sought alternative ways of achieving the mission. The intent with the re-alignment is to create a renaissance staff, so the teacher knows how to teach, develop curriculum, and use the technology.

Colonel Ginger Wallace reviewed personnel cuts and indicated that the institute is on schedule to meet the 1 October 2015 staffing deadline.

Working Lunch and Discussion: Leadership Roundtable

Discussion continued pertaining to the USAMAA cuts in positions and Provost Office restructuring. The BoV observed that DLIFLC is managing the restructuring with a great

degree of understanding and is making it as positive as can be given the USAMAA requirements.

Focus Area Introduction: Lifelong Learning Cycle

Col Wallace outlined a typical DLIFLC graduate's career path. Col Wallace indicated that DLIFLC graduates connect with other graduates, work in a career, take their skills to their community and contribute to DoD, civilian population and global world. Col Wallace reported that the Lifelong Learning Cycle aims to capture student learning and movement from beginning to end. The institute aims to capture what its graduates do as they move into their technical training, then from one learning environment to another, then to their operational environment. Although DLIFLC has an Alumni Association, tracking alumni for these purposes could be better.

Col Wallace elaborated on the learning tools available to students prior to being assigned to DLIFLC and after graduating from DLIFLC to include Broadband Language Training Systems (BLTS), GLOSS and Online Diagnostic Assessment based training for assessment and language maintenance. These DLIFLC tools provide individuals a way to assess their foreign language capability and areas of improvement. The BoV discussed the need to not only achieve higher levels of foreign language proficiency, but to teach students how to think non-linearly.

Discussion on lifelong learning continued with the theme of identifying exceptionally talented students/linguists and providing a specialized career track.

Distance Learning

Dr. Ali Afshar and Dr. Michael Vezilich presented DLIFLC's distance learning visions, mission and programs. The discussion included Mobile Training Team sites, both CONUS and OCONUS.

Dr. Afshar discussed Broadband Language Training System (BLTS) and Video Tele-Training (VTT). Dr. Afshar reported that due to the cost of the maintenance and the delivery of the program, student enrollment has declined. Approximately 800 hours of instruction was provided. On the other hand, the number of courses in the Broadband Language Training Systems has increased.

Dr. Afshar concluded by describing DLIFLC's technology-mediated (online) programs, a typical BLTS class, e-Mentored Headstart2 and program enrollment statistics.

Language Training Detachments

Dr. Hassane Bouhaja, Dean of Extension Programs, provided an overview of DLIFLC's Language Training Detachments (LTDs). Dr. Bouhaja presented DLIFLC Continuing Education worldwide locations and organizational chart. He described programs and

available courses. Dr. Bouhaja fielded questions pertaining to instructor-facilitated courses and hiring.

Self Evaluation Model

Dr. Wendy Ashby, Program Evaluation Specialist, described a new evaluation program called Self-Evaluation Standardization Protocol. Dr. Ashby indicated that this program adds to accreditation compliance in that it is a systematic cycle of evaluation, based on analyses of both quantitative and qualitative data. Further, it is an instrument to maintain an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.

Dr. Ashby described the project's outcomes, which is intended to empower deans and departments and offer opportunities for participatory formative feedback. The protocol has three processes; Phase I: Observe and record instruction/teaching; Phase 2: Develop prototype evaluation rubric; Phase 3: Pilot programs, and; Phase 4: Finalize protocol.

Dr. Ashby fielded questions pertaining to the metrics used in the model to include variables/scale used, faculty morale in response to another evaluation system and implementation.

CE Spanish Program Review

Ms. Mirtha Kaufman, Continuing Education Branch Chief, presented a sample program review, specifically, Continuing Education Spanish. The program review is divided into two areas. The first area covers the program, in particular what is done in terms of language and teaching. The second area pertains to the faculty, specifically who they are and what they do.

Ms. Kaufman reported current courses and programs, expected student learning outcomes and program innovations. She briefed the Spanish Advanced, Intermediate and upper range DLPT results and instructor biographical summaries. Ms. Kaufman concluded by sharing the Spanish Program Review binder as discussed by Dr. Ashby.

Discussion and Adjournment

Dr. Brecht adjourned the meeting at 4:37pm.

December 12, 2013

Call to Order

Dr. Brecht, BoV Chair, called the meeting to order at 8:06am.

Focus Area: Command Language Program

CW4 Michael Williamson, Director of the Command Language Program (CLP), provided a general orientation of the CLP. He indicated that the program's goal is to increase a service member's proficiency over time. CW4 Williamson reviewed the CLP mission, personnel structure, and key functions, in particular, to advise and mentor operational commanders and their CLP managers. The CLP is also conduit to DLI products and services.

CW4 Williamson discussed linguist assignments and fielded questions from the BoV pertaining to military linguist career progression and proficiency.

Applied Emerging Technologies

Dr. Leah Graham, Director of Applied Emerging Technologies, presented several topics to the BoV. First, Dr. Graham outlined the benefits of the .edu network as related to accessing material. Dr. Graham reported that the DLI wireless network is functioning across the entire Presidio. Students are able to use iPads and other technologies to access content beyond the classroom. Dr. Graham concluded by reviewing online learning tool types and FY2014 products that are in development.

Common Operating Picture/Cycle of Excellence

COL Pick briefed the BoV on Building Capacity Through the Cycle of Excellence. He indicated that in light of DLIFLC budget and manpower cuts, DLIFLC is trying to preserve and improve capabilities. COL Pick described linguist talent management needs and that the Department of the Army can provide better linguist capability by managing linguists as an enterprise. It begins with recruiting the best students with the best aptitude, providing these students with a world-class experience at DLIFLC, to include world-class infrastructure and a trained and highly motivated faculty. It continues with holding students to graduation standards and holding them to proficiency standards after DLIFLC.

COL Pick elaborated on talent management. Specifically, whether or not linguists are in the correct duty assignments and whether or not the structure is correct in meeting linguist needs.

COL Pick then reviewed DLAB (Defense Language Aptitude Battery) waivers for the last two fiscal years. He reported declining numbers in DLAB waivers for new DLIFLC students.

COL Pick defined Production Rate and indicated that DLIFLC Production rate increased approximately 6 percent from Fiscal Year 2012 to Fiscal Year 2013. Furthermore, COL Pick indicated that Dr. Leaver's emphasis moving from focusing on 2/2/1+ DLPT score to excellence in the classroom has changed the focus. Specifically, the focus has changed to going as high as one can on the DLPT as opposed to targeting the 2/2/1+ DLPT score.

COL Pick discussed the need to match tasks to a service member's skills. He discussed identifying highly talented students from the basic course, where they are, and how to allow them to proceed and work at more advanced levels. COL Pick reported that once this group of graduates is located, higher level positions may be filled. The BoV then discussed reverse engineering the career progression of the most talented graduates, obtain demographic data, create a metric, and recruit.

Last, COL Pick and the BoV then discussed providing lifelong learning to the linguist. COL Pick indicated that DLIFLC has much more to offer beyond its basic language program. The challenge is reaching out beyond DLIFLC. DLIFLC does have a Strategic Communications office and an external foundation exists whose mission is to support DLIFLC.

BoV Time to Compile Outbrief

The BoV discussed topic areas pertaining to Lifelong Learning. Members discussed their findings from the previous day and from briefings held during the morning of 12 December 2013. BoV Members indicated that the content presented to the BoV was in-depth, detailed, and allowed for ample dialogue. It was noted that although discussion with faculty, staff and students took place during prior meetings, it is important to not miss having discussion with students, staff and faculty.

Working Lunch and BoV Time to Compile Outbrief (Continued)

The BoV continued discussion and deliberations during lunch.

BoV Administration, Evaluation, Scheduling, Photograph

Dr. Savukinas informed the BoV that OGE 450s are due Feb 14, 2014 and to expect email from Mr. Mike Bruun, DLIFLC SJA Office. He informed the BoV that annual renewals and reappointment paperwork is still being processed. Dr. Savukinas distributed meeting evaluation forms to the BoV members for the purpose of BoV member self-evaluation and meeting planning and execution.

The BoV discussed dates and determined that the next meeting will be on June 11 and 12, 2014.

A photograph of the BoV was taken.

BoV Outbrief to DLIFLC Commandant and Provost

The BoV presented its observations to COL Pick and Dr. Leaver.

BoV Outbrief to Deans, Chairs, Faculty

Dr. Brecht, BoV Chair, presented the Board's observations based on information obtained over the past two days. (See BoV Recommendations.)

Dr. Brecht, on behalf of the BoV, thanked DLIFLC personnel and indicated that the next meeting will take place on 11 and 12 June 2014.

Closing Remarks

COL Pick thanked the BoV for their insight and thanked Dr. Leaver and all who participated in the BoV meeting.

Adjournment

Meeting adjourned at 3:35pm, Dr. Brecht, BoV Chair.

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 as related to lifelong learning to the BoV. In addition, the meeting will involve administrative matters.

TAB E- Observers and Guests

Col Ginger Wallace, Assistant Commandant
Dr. Betty Lou Leaver, Provost, DLIFLC
Dr. Jack Franke, Accreditation Assistant/Institutional Researcher
Mr. Karl Berscheid, Chief of Plans
Dr. Phil White, President, AFGE Local 1263
Mr. Michael Vezilich, Dean, Distance Education
Dr. Hassane Bouhaja, Dean, Extension Programs, Continuing Education
Ms. Mirtha Kaufman, Branch Chief, Continuing Education
CW4 Michael (Shawn) Williamson, Director
Dr. Leah Graham, Director, Applied Emerging Technologies

TAB F- Handouts

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

1. BoV Meeting Itinerary
2. Approved Charter, AEAC
3. BoV Operating Procedures 21 Mar 2012
4. DLIFLC Academic Senate By-Laws Sept 2012
5. BoV Brief Accreditation Update
6. BoV Brief Mission and Vision
7. Provost Restructure
8. BoV Brief Distance Education
9. Bov Brief Extension Program LTDs
10. BoV Brief Lifelong Learning Introduction
11. BoV Brief Self Evaluation Standardization Protocol
12. BoV Brief Program Review QB2013
13. BoV Brief Command Language Program
14. BoV Brief Applied and Emerging Technology TI Brief
15. BoV Brief Cycle of Excellence

TAB G- Actions Forwarded to the AEAC

BoV Recommendations: Meeting conducted on 11 and 12 December 2013:

DLIFLC BoV Meeting Observations. 11-12 December 2013

1. In order to track DLIFLC graduates, enhance utilization of DLIFLC and DMDC partnership via access to DMDC databases.
2. Reduce life cycle expense by switching GAFB and DLI in initial military training sequence.
3. DLAB: Seek authority from Army G2, Air Force A2 and comparable authorities in the Navy and Marine Corps to raise the minimum DLAB scores and reduce waivers.
4. Seek the authority to matriculate private sector tuition paying students at the DLI via tuition or exchange in kind.
5. Seek appropriate authorities and develop the line of communication for partnerships with academe and the private sector for the development of cyber linguistics.
6. Admonish services to sustain and enhance linguistic talent more efficiently over a career.
7. Students and stakeholders should be brought to the understanding that the DLI Basic Course is the first step in a lifelong language learning career which extends to ILR level 3 and beyond.

I hereby certify that to the best of my knowledge, the foregoing minutes to be accurate and complete. Submitted on behalf of the members of the DLIFLC Board of Visitors.



Richard D. Brecht
Chair
DLI BOV

Date: 5 March 2014