

10 and 11 September 2014 Board of Visitors Meeting
of the
Defense Language Institute Foreign Language Center
Monterey, California

10 – 11 September 2014 Contents

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TAB A- Administrative Details
FEDERAL REGISTER ANNOUNCEMENT

DEPARTMENT OF DEFENSE

Department of the Army

Army Education Advisory

Subcommittee Meeting Notice

AGENCY: Department of the Army, DoD.

ACTION: Notice of open Subcommittee meeting.

SUMMARY: The Department of the Army is publishing this notice to announce the following Federal advisory committee meeting of the Defense Language Institute Foreign Language Center Board of Visitors, a subcommittee of the Army Education Advisory Committee. This meeting is open to the public.

DATES: The Defense Language Institute Foreign Language Center (DLIFLC) Board of Visitors Subcommittee will meet from 8:00 a.m. to 5:00 p.m. on September 10 and 11, 2014.

ADDRESSES: Defense Language Institute Foreign Language Center, Building 617, AISO Library Conference Room, Presidio of Monterey, CA 93944.

FOR FURTHER INFORMATION CONTACT: Dr. Robert Savukinas, the Alternate Designated Federal Officer for the subcommittee, in writing at Defense Language Institute Foreign Language Center, ATFL-APAS-AA, Bldg. 634, Presidio of Monterey, CA 93944, by email at robert.savukinas@dliflc.edu, or by telephone at (831) 242-5828.

SUPPLEMENTARY INFORMATION: The subcommittee meeting is being held 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.

Purpose of the Meeting: The purpose of the meeting is to provide the subcommittee with briefings and information focusing on the Institute's re-structure and manpower. The subcommittee will also receive an update on the Institute's accreditation and will address administrative matters.

Proposed Agenda: September 10—The subcommittee will review the new organizational structure to include associated topics such as DLIFLC manpower, quality assurance, and leadership development. The subcommittee will be updated on the Institute's accreditation. The subcommittee will complete administrative procedures and appointment requirements. September 11—The subcommittee will have time to discuss and compile observations pertaining to agenda items. General 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 Accessibility to the Meeting: Pursuant to 5 U.S.C. 552b, as amended, and 41 CFR 102-3.140 through 102-3.165, and subject to the availability of space, this meeting is open to the public. Seating is on a first to arrive basis. Attendees are requested to submit their name, affiliation, and daytime phone number seven business days prior to the meeting to Dr. Savukinas, via electronic mail, the preferred mode of submission, at the address listed in the **FOR FURTHER INFORMATION CONTACT** section. Because the meeting of the subcommittee will be held in a Federal Government facility on a military base, security screening is required. A photo ID is required to enter base. Please note that security and gate guards have the right to inspect vehicles and

persons seeking to enter and exit the installation. AISO Library Conference Room is fully handicap accessible.

Wheelchair access is available in front at the main entrance of the building. For additional information about public access procedures, contact Dr. Savukinas, the subcommittee's Alternate Designated Federal Officer, at the email address or telephone number listed in the **FOR FURTHER INFORMATION CONTACT** section.

Written Comments or Statements: Pursuant to 41 CFR 102-3.105(j) and 102-3.140 and section 10(a)(3) of the Federal Advisory Committee Act, the public or interested organizations may submit written comments or statements to the subcommittee, in response to the stated agenda of the open meeting or in regard to the subcommittee's mission in general. Written comments or statements should be submitted to Dr.

Savukinas, the subcommittee Alternate Designated Federal Officer, via electronic mail, the preferred mode of submission, at the address listed in the **FOR FURTHER INFORMATION CONTACT** section. Each page of the comment or statement must include the author's name, title or affiliation, address, and daytime phone number. The Alternate

Designated Federal Official will review all submitted written comments or statements and provide them to members of the subcommittee for their consideration. Written comments or statements being submitted in response to the agenda set forth in this notice must be received by the Alternate Designated Federal Official at least seven business days prior to the meeting to be considered by the subcommittee. Written comments or statements received after this date may not be provided to the subcommittee until its next meeting. Pursuant to 41 CFR 102-3.140d, the Committee is not obligated to allow a member of the public to speak or otherwise address the Committee during the meeting.

Members of the public will be permitted to make verbal comments during the Committee meeting only at the time and in the manner described below. If a member of the public is interested in making a verbal comment at the open meeting, that individual must submit a request, with a brief statement of the subject matter to be addressed by the comment, at least seven business days in advance to the subcommittee's Alternate Designated Federal Official, via electronic mail, the preferred mode of submission, at the address listed in the **FOR FURTHER**

INFORMATION CONTACT section. The Alternate Designated Federal Official will log each request, in the order received, and in consultation with the Subcommittee Chair, determine whether the subject matter of each comment is relevant to the subcommittee's mission and/or the topics to be addressed in this public meeting. A 15-minute period near the end of the meeting will be available for verbal public comments. Members of the public who have requested to make a verbal comment and whose comments have been deemed relevant under the process described above, will be allotted no more than three minutes during the

period, and will be invited to speak in the order in which their requests were received by the Alternate Designated Federal Official. **Brenda S. Bowen,**

Army Federal Register Liaison Officer. [FR Doc. 2014-17462 Filed 7-24-14; 8:45 am]
BILLING CODE 3710-08-P

TAB B- Meeting Agenda

**Defense Language Institute Foreign Language Center (DLIFLC)
Board of Visitors (BoV) Meeting
10-11 September 2014**

Wednesday, 10 September 2014

- 7:45 am Depart hotel for DLIFLC
- Escort: Mr. Detlev Kesten and Dr. Robert Savukinas
- 7:55 am Arrive Bldg. 614, Rasmussen Conference Room (RCR), Defense Language Institute Foreign Language Center (DLIFLC) and Presidio of Monterey
- Park in Reserved Visitor Parking Space in back 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 David K. Chapman, DLIFLC Commandant
- Dr. Betty Lou Leaver, Provost, DLIFLC
- Attendees at (1) Below
- 8:30 am – 9:15 am Call to Order, BoV FACA Compliance, Administrative Business, Review prior BoV Recommendations
- Dr. Richard Brecht, DLI BoV Chair
- Ethics Training for BoV Members
- DLIFLC SJA
- 9:15 am – 9:45 am Accreditation Updates:
1. TRADOC Accreditation: Site Visit Results
- Mr. Steve Collins, Chief of Staff
2. ACCJC: DLIFLC Progress Report on Recommendation 1 and 2.
- Dr. Robert Savukinas, Associate Dean of Academic Affairs/Accreditation Officer
3. American Council on Education DLPT Review
- Dr. Robert Savukinas, Associate Dean of Academic Affairs/Accreditation Officer
- 9:45 am – 10:00 am Break and BoV photograph
- 10:00 am – 10:30 am Focus Area Introduction: Follow-up to restructure/manpower and budget issues
- COL David K. Chapman, DLIFLC Commandant

- Col Ginger Wallace, Assistant Commandant

10:30 am – 11:30 am Provost Office Restructure Update: Rightsizing, DLI Performance Outcomes

- Dr. Betty Lou Leaver, Provost, DLIFLC

11:30 am – 1:00 pm BoV Working Lunch and Discussion: Leadership Roundtable Bldg. 614, RCR

- COL David K. Chapman, DLIFLC Commandant

- Col Ginger Wallace, Assistant Commandant

- Dr. Betty Lou Leaver, Provost

1:00 pm – 1:45 pm Reorganization and Budget

- Mr. Richard Chastain, DCSR

1:45 pm – 2:15 pm DLI Leader Development, Rank Advancement, Tenure Competition

- Dr. Betty Lou Leaver, Provost

- Mr. Brian Perry, DCSPL

- Mr. Rick Donovan, DCSPL

2:15 pm – 2:30 pm Break and move to Aiso Library Conference Room

2:30 pm – 3:15 pm Student Time with BoV

- UGE and CE-Resident Students (Escorted by SGM Fox)

- Aiso Library Conference Room

3:15 pm – 4:00 pm Faculty Time with BoV

- UGE Faculty (Escorted by Ms. Monica Junod)

- Aiso Library Conference Room

4:00 pm – 4:45 pm Military Cadre Time with BoV

- Service Unit Commanders, Senior NCOs, Dean of Students (Escorted by LtCol

Robert Lisch, UGE Dean of Students)

- Aiso Library Conference Room

4:45 pm – 5:00 pm BoV discussion and adjournment

- Dr. Richard Brecht, DLI BoV Chair

5:00 pm Van transports BoV Members from Aiso Library to Portola Plaza Hotel

- Escorted by Mr. Detlev Kesten, Dr. Robert Savukinas

Thursday, 11 September 2014

7:45 am

BoV leaves hotel for DLIFLC, POM Chapel Annex, Bldg. 324

- Escorted by Mr. Detlev Kesten, Dr. Robert Savukinas

- 8:00 am Call to Order
- Dr. Richard Brecht, DLI BoV Chair
- 8:00 am – 8:35 am Commandant's Priorities
- COL David K. Chapman, DLIFLC Commandant
- 8:35 am – 8:45 am BoV moves to POM Theater, DLIFLC Graduation Ceremony
- Escorted by Mr. Detlev Kesten and Dr. Robert Savukinas
- Received by Lt Col Robert Lisch, Dean of Students
- 8:46 am Moment of Silence to Honor 9/11 Victims
- 8:48 am – 9:30 am Attend DLIFLC Graduation Ceremony
- 9:30 am – 9:45 am BoV moves to Bldg. 614, RCR
- Escort: Mr. Detlev Kesten, Dr. Robert Savukinas
- 9:45 am – 10:15 am Strategic Plan (Campaign Plan) Update
- Mr. Karl Berscheid, DCSOPS
- 10:15 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
- Dr. Richard Brecht, DLI BoV Chair
- Dr. Robert Savukinas, ADFO
- 2:45 pm – 3:00 pm BoV Outbrief to DLIFLC CMDT, AC 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
- 3:30 pm – 3:45 pm Closing Remarks by COL Chapman
- 3:45 pm – 4:00 pm Adjournment
- Dr. Richard Brecht, DLI BoV Chair

TAB C- Minutes

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

Meeting Date: September 10 and September 11, 2014

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

Board of Visitors Members Present:

Dr. Richard Brecht, Chair and Member, Board of Visitors

Dr. Galal Walker, Co-Chair and Member, Board of Visitors

Mr. Scott Allen, Member Board of Visitors

Amb. Ruth A. Davis, Retired, Member Board of Visitors

Dr. Robert Gard, LTG, Retired, Member Board of Visitors

Dr. James Keagle, COL, Retired, Member Board of Visitors

Dr. Ervin Rokke, LTG, Retired, Member Board of Visitors

Mr. Craig Wilson, Member Board of Visitors

Board of Visitors Members Not Present:

None.

BoV Alternate Designated Federal Officer:

Dr. Robert Savukinas

Army Education Advisory Committee (AEAC):

Mr. Wayne Joyner

10 September 2014

Welcome Remarks

COL David K. Chapman, DLIFLC Commandant, welcomed all in attendance. All individuals in attendance introduced themselves to the BoV.

Call to Order

Call to order, BoV FACA Compliance, Administrative Business

Dr. Robert Savukinas called the meeting to order at 0844. Dr. Savukinas reviewed the handouts for the BoV members. Administrative details to include lunch, travel vouchers were discussed. In addition, Dr. Savukinas indicated that the meeting was recorded in the Federal Register and that quorum is achieved.

BoV Recommendation Review:

Dr. Savukinas presented feedback from the AEAC on DLI BoV Recommendation 2 and Recommendation 6 from December 2013 DLIFLC BoV Meeting. Recommendation 2 pertains to managing a linguist education cycle and whether or not the process should reverse the existing chronology from beginning with DLIFLC foreign language training followed by training at Goodfellow Air Force base. The recommendation was targeted at

reduced life cycle expenses. The AEAC questioned whether there were available data supporting the recommendation. Data on cost saving to DLI were shared with the BoV and pursued in discussions with COL Chapman and COL Wallace during the BoV Recommendations Review later in the meeting. Mr. Wilson commented that major training commands had a charter for a joint organization that reviewed training issues that were of concern to all training commands, including training consolidation amongst the services. Mr. Wilson asked if the particular organization still existed, and Mr. Wilson and Dr. Brecht inquired as to the response from the Air Force.

Recommendation 6 pertains to admonishing the services to sustain and enhance linguistic talent more effectively over a career. Mr. Joyner stated that, as written, the recommendation is not actionable. Dr. Savukinas added that the BoV makes recommendations to the AEAC on actionable items that pertain to the DLI. Mr. Joyner reaffirmed AEAC's commitment to support DLI BoV. Recommendation removed. Mr. Joyner indicated that the AEAC approved all remaining recommendations without objection.

Ethics Training

Captain Autumn Porter greeted the BoV members and provided the required Ethics Training to the BoV. Mr. Mike Bruun, SJA Paralegal, was present to answer any questions pertaining to the Financial Disclosure Website. The training covered Army Core Values and other required ethics topics to include serving as a Special Government Employee (SGE), conflict of interest, gifts, contractor relations, Hatch Act, and use of government position.

Review Updates:

1. TRADOC Accreditation: Site Visit

Mr. Steve Collins, DLIFLC Chief of Staff, presented the TRADOC Quality Assurance (QA) inspection results to the BoV. The purpose of the QA visit in June 2014 was to review DLIFLC's Self-Assessment and to examine DLIFLC's procedures and policies through a series of standards. Mr. Collins summarized the annual requirement that DLIFLC must examine itself under the Army Enterprise Accreditation Standards, 28 in total, each with numerous associated criteria. Mr. Collins reviewed the QA team assessment of DLIFLC to include Areas to Sustain, Areas of Improvement and initial findings. Mr. Collins concluded by explaining DLIFLC's overall TRADOC QA rating is 90%-Fully Accredited. In the QA Tier system, DLI is in Level 3 of 4 levels, with Level 4 being the highest.

2. ACCJC: DLIFLC Progress on Recommendations 1 and 2

Dr. Savukinas provided the BoV with an update on the timelines of various deliverables to ACCJC. In particular, Dr. Savukinas reviewed the status of the Follow-Up Report to ACCJC as well as DLIFLC's response to ACCJC Recommendation 1 and Recommendation 2, citing actions taken and supporting evidence.

3. ACE Credit Recommendation Review

Dr. Savukinas explained that the American Council on Education (ACE) periodically reviews the Defense Language Proficiency Test (DLPT) for the purpose of recommending college credit. ACE has been performing this review since 1989. Dr. Savukinas explained the policy guidance behind the requirement to have ACE review the DLPT as well as the cost savings for examinees who seek college credit for their DLPT Score. Dr. Savukinas explained that ACE's next evaluation visit to DLIFLC will take place in July 2015. Dr. Savukinas concluded by reviewing the remaining timeline and actions taken in preparation for the July evaluation visit.

Review of Prior BoV Recommendations:

COL Chapman, DLIFLC Commandant systematically addressed the seven BoV Recommendations made to DLIFLC in December 2013.

1. In order to track DLIFLC graduates, DLIFLC needs to enhance its partnership with DMDC. COL Chapman explained that over the last several months, DLIFLC has continued to develop a database of DLIFLC graduates. COL Chapman indicated that the Army is continuing to fill in a database that shows graduates and their skills. The expectation is to have a portal that will facilitate the linguist life cycle.

2. The second point was to reduce the life cycle expense by switching the DLI-Goodfellow military training sequence. COL Chapman indicated that DLIFLC put together a position paper on the subject and forwarded it through TRADOC. Ultimately the proponent recommended against the idea; however TRADOC supported it. COL Chapman concluded by stating that their rationale was that the technical skill learned at Goodfellow would atrophy too much during their language training at DLIFLC.

3. The third recommendation pertains to the Defense Language Aptitude Battery (DLAB) scores and waivers. COL Chapman explained that DLIFLC sought authority for Army services to raise the minimum DLAB score. COL Chapman reported that the DLAB waivers have basically stopped, and Navy has stopped waiving both DLAB and DLPT standards. COL Chapman indicated that DLIFLC must have standards that are met both on the front end and the back end.

4. The fourth recommendation seeks the authority to matriculate private sector tuition. COL Chapman indicated that more work needs to be done in this area. He indicated that he is looking at DOD civilians and other government agency civilians to fill vacant classroom seats. COL Chapman indicated that DLIFLC is analyzing costs. He stated that the issue with civilian students is obtaining the authority to bring them into DLIFLC classes.

COL Chapman discussed DOD, DIA civilian, and FBI, organizations that send students to the DLI-Washington branch. DLIFLC signs the contracts enabling training at the four or five contracted language schools. COL Chapman indicated that instruction is in demand, and COL Chapman proposed a way to address the need through eliminating a key factor—space. COL Chapman indicated that the DIA has offered DLIFLC space, in essence to stand up language training on the east coast at the Defense Intelligence

Analysis Center (DIAC). COL Chapman indicated that instead of going to DLI-W for contract instruction, students would attend DLIFLC classes at the DIAC with both civilians and uniform members, and take actual DLIFLC courses from start to finish. COL Chapman indicated that he is working this issue, as DLI currently manages 60 languages at DLI-W, of which four or five languages are critical, larger enrollment courses. COL Chapman indicated that in Washington, DC, it costs the CIA much less to train employee, as they are not in TDY status. COL Chapman cited FSI instruction at approximately \$60,000 per student.

5. The fifth recommendation seeks appropriate authorities to develop the line of communication for partnerships with academe and the private sector for the development of “cyber linguistics.” COL Chapman indicated that DLIFLC is very interested in partnering with civilian universities, from beginning instruction up through senior officer exchanges. Board discussion included the varying degrees of instructional quality and higher cost in a contract-based instruction environment.

COL Wallace indicated that DLI has been working on a Spanish Extension Course for several years to address mission requirements from San Antonio, specifically, adding six weeks to the existing program. A memorandum, with data backup, was presented to Army G2, who non-concurred. Discussion continued on the need to identify the duties and the role of a cyber-linguist.

6. The sixth recommendation addresses admonishing services to employ, sustain and enhance linguistic talent more efficiently. COL Wallace described the career path of a crypto-linguist, noting that the services are losing people at the second enlistment opportunity. COL Chapman indicated services reward performance, and language ability alone is not necessarily performance. One is rated on one’s ability to lead, manage, and accomplish the assigned duties. Recently the Army is starting to include language performance as part of one’s performance assessment. COL Chapman indicated that there is some push back from the services; for example, DLIFLC has received a letter indicating preparation to close LTDs. However, that decision is ultimately made by OSD with much agreement and collaboration.

7. The last recommendation pertains to students and stakeholders who should understand that basic level course constitutes the first step in a lifelong language learning career extending to ILR level 3 and beyond. COL Wallace outlined the Air Force’s perspective in that the only language requirement for the Regionally Aligned Forces is for DLIFLC online products Head-start and Rapport. Board discussion pertained to encouraging high school students to ask their recruiters about the DLIFLC. Such an effort would entail the rising of DLIFLC visibility in the formal education system. COL Chapman indicated immersion as one of his top priorities, his goal being to give 20 percent of DLIFLC students the opportunity to go overseas. COL Wallace concluded the discussion by stating that the institute would need to find creative solutions for places to learn languages like Levantine and Arabic.

Re-Alignment of the Provost Organization

Dr. Leaver provided an update on the re-alignment of the Provost organization. She outlined USAMAA recommended cuts in TDA positions, segregation of support functions, and creating resource efficiencies. Dr. Leaver reported that USAMAA recommended a reduction of 367 positions, which in her opinion would result in DLIFLC not being able to do business as usual. For example, DLIFLC would have to cut 50 percent of its faculty development workshops. Dr. Leaver elaborated on segregation of support functions pertaining to Curriculum Development, Faculty Development and Student Learning Center. Further, Dr. Leaver described the new approach to create a force multiplier through train-the-trainer activities, mentorship, quality oversight, and provision of academic support services at the point of need. Dr. Leaver described the re-alignment and concluded by stating that the re-alignment was necessary due to USAMAA findings. The re-alignment affects less than 10 percent of the faculty and offers an opportunity to closely match training development to training delivery.

Reorganization and Budget

Mr. Richard Chastain, Deputy Chief of Staff for Resource Management, presented a financial update to the BoV. Mr. Chastain indicated that in 2013 DLIFLC went through sequestration. In reviewing FY 14, Mr. Chastain indicated that contracting has been reduced due to funding limitations, contracting offices being undermanned and increasing oversight/HHQ reviews. Mr. Chastain also indicated that travel has been constrained to mission critical only requirements. In describing FY 15, Mr. Chastain indicated that OSD is reviewing language requirements based on the USAMAA findings, current operating environment, and proposed budget cuts. For FY 16, Mr. Chastain informed the BoV to expect supplemental funding to be eliminated and reduced manpower requirements to lower programmed requirements and resources. Also, Mr. Chastain reported that the Budget Control Act may reduce programmed training funds.

DLIFLC Leader Development, Rank Advancement, Tenure Competition

Mr. Brian Perry, Deputy Chief of Staff for Personnel and Logistics, introduced the faculty management program and career development. He indicated that his office is responsible for FPS and GS employees. Mr. Perry stated that DLIFLC remains under a GS hiring freeze. Mr. Perry indicated that DLIFLC is above the 95 percent of authorizations and continues to have critical need. Mr. Perry introduced Mr. Donovan, DLIFLC FPS Administrator.

Mr. Donovan reviewed faculty numbers to include population, gender statistics, tenure status, number of platform instructors, and distribution by rank, and academic degrees held. Mr. Donovan indicated that languages instructed at DLIFLC are based on world events. He shared three FPS issues with the BoV as outlined below.

FPS Competition Policies and Practices review

Mr. Donovan reported that DLIFLC is reviewing rank advancement processes, tenure competition processes. The intent is to improve communications, correct any misunderstandings, and to change or adjust criteria as required.

Academic Leadership

Mr. Donovan stated that DLIFLC is looking at leader development and how to train current and new deans, chairs and others. He indicated that his office is looking for ways to bring new personnel and develop training programs. Col Wallace added that DLIFLC is developing a good leadership program with the intent to develop leaders on the academic side.

FPS Compensation (Pay Bands/Rep Rate) Concerns

Mr. Donovan highlighted the historical background leading up to the current FPS compensation issues. In sum, the 1996 Pang Document requires revision to reflect legislative and procedural changes. Comparability of FPS and GS pay have degraded over time, and senior academic leadership positions are not adequately compensated within the current FPS pay band structure.

Mr. Donovan indicated that many compensation studies were conducted. He indicated that after looking at California Community Colleges and other institutions, it became clear that DLIFLC does not have an administrator pay band. In addition, professors at DLIFLC are not adequately compensated. Mr. Donovan shared FPS Pay Schedule and California Community College Pay Schedule. He indicated that DLIFLC has had many managers leave DLIFLC, including 1 provost, 4 deans, 1 Associate Provost and other valued doctorate-level administrators. Mr. Donovan said his office is looking into ways to keep professors at DLIFLC.

Mr. Donovan explained compensation models at other colleges and universities. He indicated that in comparing minimum, midpoint and maximum pay scales, DLIFLC is looking to move its midpoint up 8.5 percent and adding an academic administrator band at a higher pay band. COL Chapman indicated that FPS pay band has not kept up with the GS scale and that it is demoralizing for DLIFLC faculty.

Break and Move to Aiso Library Conference Room

The BoV took a break and moved to Aiso Library Conference Room for student time with the BoV.

Student Time with BoV

BoV members met with a group of DLIFLC students to obtain student feedback and to discuss faculty concerns.

Faculty Time with BoV

BoV members met with a group of faculty members to obtain faculty feedback and to discuss faculty concerns.

Military Cadre Time with BoV

BoV members met with a group of military cadre to obtain feedback and to discuss concerns.

Adjournment

Dr. Brecht adjourned the meeting at 4:45pm.

September 11, 2014

Call to Order

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

Commandant's Priorities

COL Chapman outlined several of his priorities for the BoV. COL Chapman indicated that after DLIFLC having gone through the USAMAA process and associated re-alignment, DLIFLC needs time to adapt to its new structure and processes. Another Commandant priority pertained to faculty payroll. A payroll increase is presently not in the budget. Mr. Chastain indicated that there is some debate at TRADOC on how much DLIFLC will receive for faculty payroll. COL Chapman expanded on the relationship with the Union. He indicated that DLIFLC recently signed a collective bargaining agreement. Another priority pertains to sexual assault. COL Chapman stressed that sexual assault it is a command issue and DLIFLC is actively pursuing this problem by getting leaders involved. The next priority issue raised by the Commandant was suicide. In this regard, COL Chapman indicated that DLIFLC is working on the mental health issues, with the goal of having more counselors. COL Chapman made clear that each day that a soldier sits in class with anxiety or depression and waiting to get an appointment is a day he/she is not focusing on studies. COL Chapman recounted the lack of psychiatrists on staff and that the DLIFLC is working on increasing their number.

BOV MOVES TO POM THEATER, DLIFLC GRADUATION CEREMONY

The DLIFLC BoV members observed classes graduating at 8:45am at the DLIFLC Theater.

Break, BoV photograph, move to Bldg. 614

The BoV took a brief break, had group photographs taken and moved to Building 614 Conference Room.

Strategic Plan (Campaign Plan) Update

Ms. Clare Bugary, Deputy Chief of Staff for Operations and Mr. Karl Berscheid, Assistant Deputy Chief of Staff for Operations presented an update on the Campaign Plan. Ms. Bugary outlined the history of the Campaign Plan, stating that the document is intended to track accountability with metrics and actions.

Mr. Berscheid reviewed the current and approved Mission, Vision, and Values Statements. Mr. Berscheid reviewed the Accreditation Planning and Assessment Cycle, indicating that the plan is to assure that campaign planning compliments the accreditation planning process. Ms. Bugary added that action plans found in previous versions of the Campaign Plan were based on the organizational structure existing at that time. Ms. Bugary stated that upon evaluation, DLIFLC purposefully departed from the organizational structure and came up with a new Strategy Map structure. Mr. Berscheid presented the FY 15 Synchronization Matrix, which describes major milestones related to the Campaign Plan. Mr. Berscheid concluded by reviewing the Campaign Plan Strategy

Map and Action Plan Line of Effort #1 as an example of Major Objectives, Supporting Tasks and Metrics.

BoV Time to Compile Outbrief

Dr. Brecht solicited feedback from the BoV on topic areas for potential recommendations based on findings from the previous day's briefings and from briefings held during the morning of 11 September 2014. The BoV discussed initial observations pertaining to faculty compensation, appointment of the Commandant, language requirements for cyber domain, DLI East Coast, mental health, and DLIFLC public relations.

BoV Working Lunch

COL Chapman discussed his selection and duty assignment length as DLIFLC Commandant. He informed the BoV that subsequent Commandants will be selected using a different process. COL Chapman explained the difference between the Army Nominative and Central Select List processes. Prior commandants through COL Chapman were selected through the Nominative process. The DLIFLC commandant was nominated and selected from a pool of best suited nominees. The Centralized Select List process does not account for foreign language experience or proficiency. COL Chapman indicated that many commandants retire from DLIFLC, the effect being that the CSL process limits one's career. In addition, COL Chapman indicated that the guidance on the term of the assignment for DLIFLC Commandant is 24 months, anything over requiring a waiver.

BoV Administration: Meeting Evaluation, Scheduling

BoV Members completed the self-assessment of the September 2014 meeting. The BoV is scheduled to meet on Wednesday April 22 and 23, 2015 and again on November 4 and 5, 2015.

BoV Outbrief to DLIFLC CMDT, AC and Provost

The BoV presented its provisional observations to COL Chapman, Col Wallace and Dr. Leaver.

Summary of Outbrief

DLIFLC Board of Visitors provisional observations, 10-11 September 2014

1. Faculty morale, the mission essential requirement for achieving target production rates, has been and continues to be undermined by civilian pay restrictions in direct contradiction to the spirit and intent of the law (Faculty Personnel Statute) and recent faculty pay comparability studies. We recommend the Commandant formally apprise his chain of command of these facts and their severe consequences for faculty morale and retention at DLIFLC.
2. We encourage the Commandant to inform his superiors that the new process for appointment of the Commandant, which has been moved from the Nominative List to the Centralized Select List process, needs to recognize certain prerequisites for direction of a foreign language training and education activity. Nominations for appointment should be for a term of minimally 3 and preferably 4 years and should

include only those trained and skilled in at least one foreign language. In addition, every effort should be made to ensure that the Commandant and Deputy rotate out of DLIFLC in alternate years.

3. We request that the Commandant seek guidance from the Director of the National Security Agency and the Commander of the U.S. Cyber Command to develop the capabilities to accomplish the language requirements of the emerging cyber domain.
4. The Board of Visitors supports the Commandant's plan for the establishment of a permanent cadre for language instruction on the East Coast at the Defense Intelligence Analysis Center (DIAC).
5. In accord with the Commandant's announced priorities, the BOV endorses placing more emphasis on mental health and securing the necessary personnel to provide adequate counseling services.
6. The BOV urges the DLIFLC to make a concerted effort to enhance its national reputation and appeal as a unique educational institution devoted to culturally based foreign language instruction. This appeal can be focused on: engaging the academic foreign language community through publication in professional journals and attendance at conferences; providing on-line informational resources for high school advisors, college career centers, and military recruiters; and, developing a campaign directed at public and private enterprises for recognizing DLI accomplishments.
7. In accord with the Commandant's priorities, language learning in immersion environments should be emphasized and strengthened at the DLIFLC, in part by seeking out external data and best practice from academe as well as other government sources.

BOV Outbrief to DLIFLC

Dr. Brecht presented the BoV's provisional observations based on information obtained over the past two days.

Summary of Outbrief

DLIFLC Board of Visitors provisional observations, 10-11 September 2014

1. Faculty morale, the mission essential requirement for achieving target production rates, has been and continues to be undermined by civilian pay restrictions in direct contradiction to the spirit and intent of the law (Faculty Personnel Statute) and recent faculty pay comparability studies. We recommend the Commandant formally apprise his chain of command of these facts and their severe consequences for faculty morale and retention at DLIFLC.
2. We encourage the Commandant to inform his superiors that the new process for appointment of the Commandant, which has been moved from the Nominative List to the Centralized Select List process, needs to recognize certain prerequisites for direction of a foreign language training and education activity. Nominations for appointment should be for a term of minimally 3 and preferably 4 years and should include only those trained and skilled in at least one foreign language. In addition, every effort should be made to ensure that the Commandant and Deputy rotate out of DLIFLC in alternate years.

3. We request that the Commandant seek guidance from the Director of the National Security Agency and the Commander of the U.S. Cyber Command to develop the capabilities to accomplish the language requirements of the emerging cyber domain.
4. The Board of Visitors supports the Commandant's plan for the establishment of a permanent cadre for language instruction on the East Coast at the Defense Intelligence Analysis Center (DIAC).
5. In accord with the Commandant's announced priorities, the BOV endorses placing more emphasis on mental health and securing the necessary personnel to provide adequate counseling services.
6. The BOV urges the DLIFLC to make a concerted effort to enhance its national reputation and appeal as a unique educational institution devoted to culturally based foreign language instruction. This appeal can be focused on engaging the academic foreign language community through: publication in professional journals and attendance at conferences; providing on-line informational resources for high school advisors, college career centers and military recruiters; and, developing a campaign directed to public and private enterprises for recognizing DLI accomplishments.
7. In accord with the Commandant's priorities, language learning in immersion environments should be emphasized and strengthened at the DLIFLC, in part by seeking out external data and best practice from academe as well as other government sources.

Closing Remarks

COL Chapman expressed his gratitude to the BoV for their insight and provisional recommendations.

Adjournment

Dr. Brecht adjourned the meeting at 3:32pm

TAB D- Subcommittee Members/Mission/Meeting Purpose

Subcommittee/Board Members:

Mr. Scott Allen
Dr. Richard Brecht
Amb. Ruth A. Davis
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 the subcommittee with briefings and information focusing on the Institute's re-structure and manpower. The subcommittee will also receive an update on the Institute's accreditation and will address administrative matters.

TAB E- Observers and Guests

Col Ginger Wallace, Assistant Commandant
Mr. Steve Collins, Chief of Staff
Dr. Betty Lou Leaver, Provost, DLIFLC
Mr. Brian Perry, Deputy Chief of Staff for Personnel and Logistics
Mr. Rick Donovan, FPS Administrator, Deputy Chief of Staff for Personnel and Logistics
Ms. Clare Bugary, Deputy Chief of Staff for Operations
Mr. Karl Berscheid, Chief of Plans, Deputy Chief of Staff for Operations

TAB F- Handouts

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

1. DLIFLC BOV Ethics Brief
2. TRADOC QA Brief to BoV
3. Accreditation Brief to BoV, ACCJC, ACE
4. Reorganization Slides
5. Resource Summary for BoV
6. DCSPL BoV Briefing
7. BoV Campaign Plan Preview
8. Sep 10-11 2014 Observations Pending AEAC Review

TAB G- Actions Forwarded to the AEAC
BoV Recommendations: Meeting conducted on 10 and 11 September 2014:

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Richard D. Brecht
Chair, DLI BOV
25 November 2014