

Defense Language Institute Foreign Language Center

Board of Visitors (BoV) Meeting

6-8 June 2023

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TAB A - Meeting Agenda

**Defense Language Institute Foreign
Language Center Board of Visitors (BoV)
Meeting
6-8 June 2023**

Tuesday, 6 June 2023

- 7:45 am BoV Members arrive at Weckerling Center
- 8:00 am – 8:15 am Call to Order
Dr. William Whobrey, BoV Chair
- Administrative Business (Review of DLIFLC Mission & Vision Statement,
BoV Operating Procedures)
Mr. Detlev Kesten, ADFO
- 8:15 am – 8:45 am Ethics Briefing (SJA)
- 8:45 am – 9:00 am Break & Official BoV Picture
- 9:00 am – 10:30 am Overview: Directorate of Undergraduate Education (UGE)
- Presenter: Dr. Johnathan Gajdos, Associate Provost, UGE
Attendees:
Dr. Robert Savukinas, Provost, DLIFLC
Dr. Deanna Tovar, Assistant Provost, UGE
Dr. Yan Wang, Dean, UCM
Dr. Rama Munajat, Dean, UKP
Dr. Ilknur Oded, Dean, URU
Dr. Atousa Mirzaei, Dean, UMA
Dr. Tatjana McCaw, Dean, UMB
Dr. Viktoriya Shevchenko, Dean, UCR
Dr. Ali Goldoust, Dean, UML
Dr. Ra'ed Qasem, Dean, Persian-Farsi School
Mr. Detlev Kesten, ADFO
- 10:30 am – 10:45 am Break
- 10:45 am – 11:45 am Overview: Directorate of Educational Technology (ETD)
- Presenter: Dr. Hyunjoo Han, Assistant Provost, ETD
Attendees:
Dr. Robert Savukinas, Provost, DLIFLC
Dr. Natalia Barley, Director, Curriculum Support

Mr. Jamil Al-Thawahrih, Director, Faculty Development Support
Mr. Kurt Kuss, Director, Aiso Library
Ms. Sabine Wolpers, Director, Technology Integration
Mr. Detlev Kesten, ADFO

11:45 am – 1:00 pm Lunch (Chay Dining facility)

1:00 pm – 1:15 pm. Movement to DoD Center

1:15 pm – 2:15 pm Overview: Directorate of Continuing Education (CE)

Presenter: Ms. Tatjana Mitrovic, Associate Provost, CE

Attendees:

Dr. Robert Savukinas, Provost, DLIFLC
Dr. Rong Yuan, Assistant Provost, CE
Ms. Eileen Mehmedali, Dean, Field Support
Dr. Ali Afshar, Dean, Distance Learning
Ms. Bella Kelly, Dean, Extension Programs
Mr. Detlev Kesten, ADFO

2:15 pm – 2:30 pm Break

2:30 pm – 3:30 pm Overview: Directorate of Language Proficiency Assessment (LPAD)

Presenter: Mr. Kalman Weinfeld, Director, LPAD

Attendees:

Dr. Robert Savukinas, Provost, DLIFLC
Dr. Pradyumna Amatya, Associate Director, LPAD
Mr. Detlev Kesten, ADFO

3:30 pm Adjournment
Dr. William Whobrey, Chair

Wednesday, 7 June 2023

8:00 am – 8:15 am Call to Order, Weckerling Center
Dr. William Whobrey, BoV Chair

8:15 am – 8:45 am DLIFLC Mission Brief

Presenter: Mr. Steven Collins, Chief of Staff, DLIFLC

Attendees:

COL James A. Kievit, Commandant, DLIFLC
Col Jennifer L. Saraceno, Assistant Commandant, DLIFLC
Dr. Robert Savukinas, Provost, DLIFLC
Mr. Detlev Kesten, ADFO

8:45 am – 9:00 am Break

9:00 am – 11:30 am Introduction of Focus Area: DLIFLC Strategic Plan

Presenter: COL James A. Kievit, Commandant, DLIFLC

Attendees:

Col Jennifer L. Saraceno, Assistant Commandant, DLIFLC

Mr. Steven Collins, Chief of Staff, DLIFLC

Dr. Robert Savukinas, Provost, DLIFLC

Mr. Detlev Kesten, ADFO

11:30 am – 12:30 pm Working Lunch, Focus Area discussion cont. (Weckerling Center)

12:30 pm – 1:00 pm Movement to Bldg 622

1:00 pm – 1:45 pm Tour of Barracks
(Bldg 622 & 827)

1:45 pm – 2:00 pm Movement to Bldg 614

2:00 pm – 2:30 pm Student Sensing Session (RCR, Bldg 614)

2:30 pm – 3:00 pm Faculty Sensing Session (RCR, Bldg 614)

3:00 pm – 3:15 pm Adjournment
Dr. William Whobrey, Chair

Thursday, 8 June 2023

7:45 am - 8:00 am Call to Order, Weckerling Center
Dr. William Whobrey, BoV Chair

8:00 am – 9:00 am Continuation of Focus Area discussion

Presenter: COL James A. Kievit, Commandant, DLIFLC

Attendees:

Col Jennifer L. Saraceno, Assistant Commandant, DLIFLC
Mr. Steven Collins, Chief of Staff, DLIFLC
Dr. Robert Savukinas, Provost, DLIFLC
Mr. Detlev Kesten, ADFO

9:00 am – 9:15 am Break

9:15 am – 9:45 am BoV Deliberations

9:45 am – 10:00 am Movement to Soldier Field

10:00 am – 11:00 am Observe Graduation (Soldier Field)

11:00 am – 1:00 pm BoV Deliberations (cont.) & Working Lunch

**1:00 pm – 1:45 pm Preliminary observations to Command Group and Provost
Bay View Room, Weckerling Center**

**1:45 pm – 2:00 pm BoV Administration: Meeting Evaluation, Scheduling
Bay View Room, Weckerling Center
Mr. Detlev Kesten, ADFO**

**2:00 pm – 2:30 pm BoV Outbrief to DLI Leadership, Staff & Faculty
Ball Room, Weckerling Center**

**2:30 pm – 2:40 pm Closing Remarks
Ball Room, Weckerling Center
COL James A. Kievit, Commandant, DLIFLC**

2:40 pm Adjournment

(1) Attendees

Dr. William Whobrey, Member, Board of Visitors
Dr. Gunther Mueller, Member, Board of Visitors
Dr. Roby Barrett, Member, Board of Visitors
Dr. Christine Campbell, Member, Board of Visitors
Dr. Ray Clifford, Member, Board of Visitors
Mr. Scott Allen, Member, Board of Visitors
Dr. Dan Davidson, Member, Board of Visitors
Dr. Beth Mackey, Member, Board of Visitors

COL James Kievit, Commandant, DLIFLC
Col Jennifer Saraceno, Assistant Commandant, DLIFLC
Mr. Steven Collins, Chief of Staff, DLIFLC
Dr. Robert Savukinas, Provost, DLIFLC
Mr. Detlev Kesten, ADFO, DLIFLC

(2) Attendees

Same as Attendee List (1)

DLIFLC Faculty

DLIFLC Staff

TAB B - Minutes

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

Meeting Dates: June 6th, 7th, and 8th, 2023

Place/Platform: Defense Language Institute Foreign Language Center (DLIFLC)
Monterey, CA 93944

Board of Visitors Members Present:

Dr. William Whobrey, Chair

Dr. Beth Mackey, Vice Chair

Dr. Gunther Mueller

Dr. Roby Barrett

Dr. Christine Campbell

Dr. Ray Clifford

Mr. Scott Allen

Dr. Dan Davidson

BoV Alternate Designated Federal Officer

Mr. Detlev Kesten, ADFO

June 6, 2023

WELCOME REMARKS

Commandant COL James Kievit welcomed and thanked everyone for being here and presented the goals we wished to achieve by having this BoV meeting.

CALL TO ORDER

Dr. Whobrey welcomed all in attendance and called the meeting to order at 0828.

ADMINISTRATIVE BUSINESS

Ms. Susan Kastner administered the Oath to the BoV.

BoV nominated Dr. Mackey to be Vice Chair for Board of Visitors; she accepted the role.

Mr. Kesten declared Dr. Mackey as the Vice-Chair of the Board.

Mr. Kesten briefly discussed items on the agenda.

ETHICS BRIEFING (SJA)

Mr. Mike Sutton started by welcoming everyone and introduced the agenda for the Ethics Briefing. He presented the slides which include: OGE-450s, FACA, Special Government Employees (SGE), Key Ethics Rules, financial conflicts and interests, appearance of bias/loss of impartiality, representations, teaching/speaking/and writing, misuse of official position, post-employment, gifts, disclosures, and Recusals.

Mr. Sutton emphasized that the OGE- 450 is required for all SGEs, and that all BoV members are SGEs. He also added how the Form OGE-450 must be filled out and is confidential Financial

Disclosure Reports and security protocols. Mr. Sutton explained the review process and reasons why it needs to be updated frequently.

Dr. Barret brought up a question about CAC cards and being able to use CAC card to access and asks why it has changed. Mr. Sutton replied that he's not sure on why the process changed but will look further into it.

BREAK AND OFFICIAL BoV PICTURE

Official BoV Group Picture: the DLIFLC BoV members assembled for a group photograph.

OVERVIEW: DIRECTORATE OF UNDERGRADUATE EDUCATION (UGE)

Dr. Whobrey introduced past observations to assist the commandant from the BoV point of view. Mr. Kesten introduced the UGE leadership and the agenda for the upcoming days.

Dr. Gajdos then presented the Undergraduate Education (UGE) DLIFLC Mission and vision. He stated that one of the missions is to generate linguists to serve as military linguists. Dr. Gajdos let Deans of each school introduce themselves, the strengths of their school, and their concerns. The Deans, including Dr. Munajat, Dean of UKP, Dr. Oded, Dean of URU, Dr. Shevchenko, Dean of UCR, expressed concern for faculty shortage and how to maintain consistency and long-term solutions for the teacher shortage especially for the Russian schools. Dr. Gajdos stated the typical school structure for DLIFLC by introducing the departments, Deans, Military Language Instructor (MLI), and Associate Deans. Dr. Gajdos expressed concern for the shortage of MLIs. He identified as a core task the focus of production towards 80% 2/2/2+, 40% 2+/2+/1+, and 10% 3/3/1+.

Dr. Whobrey and Mr. Allen brought up a question for Korean and Chinese, for North Korean language and local dialect for preparing students for local dialect. Dr. Munajat stated how they have two individuals who speak North Korean language and are working to gradually expand. Dr. Davidson inquired further about the redesigning of the MSA program by the Commandant and the function of the curriculum and integrating of the curriculum.

Dr. Gajdos introduced the post-basic program, stated how graduates are eligible for DLIFLC's bachelor's degree program. In the next slides he presented graphs to show visual graph representation of student population snapshot to show population by service, school, sex, officer/enlisted, and language.

Dr. Whobrey expressed concern for the shortage for Chinese and Russian schools and mitigate ways to improve this issue.

Dr. Gajdos then presented the projected staffing requirements versus current on board and current staffing plan chart.

Mr. Kesten prompted for any follow up questions to prepare them for tomorrow's briefing.

OVERVIEW: DIRECTORATE OF EDUCATIONAL TECHNOLOGY (ETD)

Dr. Han, Assistant Provost of ETD, and her team presented an overview of the ETD directorate.

WORKING LUNCH WITH MILITARY LANGUAGE INSTRUCTORS (MLIS)

BoV members met up with a number of Military Language Instructors (MLIs) at the DLIFLC Chay Dining facility to discuss their work and their challenges.

OVERVIEW: DIRECTORATE OF LANGUAGE PROFICIENCY ASSESSMENT (LPAD)

Mr. Weinfeld, Director of LPAD, and his team presented an overview of their directorate to the BoV members.

ADJOURNMENT

Dr. Whobrey adjourned the meeting at 4:15 pm.

June 7, 2023

CALL TO ORDER

Dr. Whobrey called the meeting to order at 0800.

Dr. Whobrey summarized the BoV Provisional Recommendations handout from 12 and 13 December 2018 to stress the importance of making observations to assist COL Kievit Commandant for his mission for DLIFLC.

DLIFLC MISSION BRIEF

COL Kievit introduced himself and his background experiences and his involvement being in DLI. He went on to explain the DLIFLC organizational chart handout and elaborated on his plans to execute DLIFLC's mission and vision. COL Kievit presented a slide to summarize DLIFLC's mission, vision, partnerships, student profile, and faculty profile.

He expressed how the Pashto language won't be taught at DLI anymore after the current class graduates and that the Pashto language will be transitioning to only being taught in the DLI Washington location. He stated how Japanese classes have dropped to 6% and explained how the Japanese language program is so important to the history of DLI. COL Kievit stated that they are gathering research for the 18 months programs and measuring the efficacy and proficiency. He explained DLIFLC's efforts on virtual instruction during the pandemic and how he welcomes being back in the classroom setting, thanking everyone for their hard work and dedication.

COL Kievit then opened the floor for discussion.

Dr. Mackey expressed her concern of DLAB not being incorporated anymore.

COL Kievit Commandant explained how the army is not giving up on the DLAB but the scores they're looking for in the ASVAB will be utilized to find eligible candidates to expand numbers joining. COL Kievit stated how students' motivation and determination has been reignited, thereby reducing student attrition.

Dr. Whobrey expressed the significance of the immersion program even if it's a very risky program. COL Kievit stated how the Korean school is most successful in the Immersion Program. Dr. Campbell expressed how faculty development is the key to increase proficiency scores, she brought up the question of whether they are looking into growing the demand of this organization.

COL Kievit responded with trying to get the most we can with grants and to expand more opportunities to be redistributed for the faculty. He stated the importance of procuring some grants to design foreign language curriculum, conferences, to spread the faculty development equally across our institution. Furthermore, efforts to re-instate direct hiring authority for Title 10 faculty are underway.

INTRODUCTION OF FOCUS AREA: DLIFLC STRATEGIC PLAN

COL Kievit summarized what DLIFLC organizations are responsible for which requirements. He then presented the next slides which include the DoDD 5160, the roadmap and desired outcomes to meet requirements and overcome defenses and to articulate change. COL Kievit stated the need to continue the pathway to providing solutions throughout the institution. COL Kievit presented the significance of higher proficiency linguists and accountability measures and how to track effort.

He also expressed his desire to improve internal communications across DLI and emphasized the perspective of driving towards one DLI and less differences between schools. His goal is to identify and implement best practices, to form a cohesion between schools and organizations. COL Kievit then presented to the Board of Visitors his strategic planning guidance and how it can provide solutions for structured framework to transition, and to be proactively productive with global language. For the purpose of gathering data and proactively prepare for repositioning of the footprint.

COL Kievit displayed and briefly explained key tasks in the slides that follow: increase organizational agility to develop talent to teach and lead, integrate technology and data to understand the operational environment, proactively lead up in all things global language, rigorously pursue standardization to elevate outcomes, leverage partners and allies to maximize resources. In particular, the Commandant mentioned his efforts to closely work with our partner schools in Canada, the UK, and Australia/NZ to leverage curriculum resources.

Mr. Allen brought up a question about immersion in Chinese from a proactive perspective. COL Kievit responded that the Navy is currently cancelling all immersions to Taiwan. COL Kievit will continue his discussions with PACOM in the hope of re-opening an OCONUS site in Taiwan.

Col Saraceno expressed the need to keep students motivated and emphasized that every language is valuable for DLIFLC's linguists. This will show students that there is value in everything they're learning at DLI.

Dr. Whobrey expanded on the question on how to approach the 3-year position for Commandant and Assistant Commandant.

Col Saraceno responded with how the AC should be a 3-year position instead to ideally support the group, the Commandant and the Command Group.

Dr. Whobrey reiterated the question about OCONUS immersions and expressed its importance in motivating students' retention and career is a short period of time.

COL Kievit explained the process of the OCONUS immersion for students to be exposed culturally in the language for 4 weeks.

BoV WORKING LUNCH (FOCUS AREA DISCUSSION CONTINUE)

TOUR OF BARRACKS

BoV members took a tour of student housing at DLIFLC.

STUDENT SENSING SESSION

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

FACULTY SENSING SESSION

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

ADJOURNMENT

Dr. Whobrey adjourned the meeting at 3:15 pm.

June 8, 2023

CALL TO ORDER

Dr. Whobrey called meeting to order at 0800.

BoV DELIBERATIONS

Board of Visitors continued their deliberations and formulated eight observations.

OUTBRIEF TO DLI LEADERSHIP, STAFF & FACULTY

The outbrief was attended by 49 in-person visitors and recorded to enable the public to view on demand.

ADJOURNMENT

Dr. Whobrey adjourned the meeting at 2:30 pm.

TAB C - Subcommittee Members/Mission/Meeting Purpose

Subcommittee/Board Members:

Dr. William Whobrey, Chair, Board of Visitors
Dr. Beth Mackey, Vice Chair, Board of Visitors
Dr. Gunther Mueller, Member, Board of Visitors
Dr. Roby Barrett, Member, Board of Visitors
Dr. Christine Campbell, Member, Board of Visitors
Dr. Ray Clifford, Member, Board of Visitors
Mr. Scott Allen, Member, Board of Visitors
Dr. Dan Davidson, Member, Board of Visitors

Mission:

The Defense Language Institute Foreign Language Center (DLIFLC) is a Department of Defense School under the executive agency of the U.S. Army. The DLIFLC 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 DLIFLC 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 overall mission and the strategic plan as outlined by the Commandant of the Defense Language Institute. The subcommittee will also address administrative matters.

TAB D - Observers and Guests

Guests or Observers present at the June 2023 Meeting:

COL James Kievit, Commandant, DLIFLC
Col Jennifer Saraceno, Assistant Commandant, DLIFLC
Mr. Steve Collins, Chief of Staff
Dr. Robert Savukinas, Provost
Mr. Detlev Kesten, ADFO
Faculty & Staff members of DLIFLC

Outbrief guests at the 8 June 2023 Meeting:

49 Guests

In addition, the meeting was recorded for archive purposes.

TAB E – Handouts

The BoV members received PPT briefings from the following organizations:

SJA (Ethics Brief)

CMDT (Organizational overview of DLIFLC)

UGE (Directorate overview)

CE (Directorate overview)

ETD (Directorate overview)

LPAD (Directorate overview)

TAB F

BOV PRELIMINARY OBSERVATIONS
(Draft)

No. 1: The BOV applauds the Commandant's pro-active and well grounded approach to the development of the new Strategic Plan, as DLIFLC transitions from a GWOT orientation to Combat Readiness with the potential to meet Large-Scale Combat Operations (LSCO) and enduring competition requirements. We endorse the Mission Statement in its alignment with the Strategic Plan as stated.

No. 2: We recommend that Direct Hiring Authority for Title 10 faculty be re-instated to DLIFLC in order to facilitate the ability to adjust to rapidly changing DoD requirements.

No. 3: The BoV concurs with the high priority placed by the CMDT and DLIFLC leadership on the expansion of professional opportunities for the DLI faculty. We encourage the further development of teacher exchanges with international Military Language Schools, such as the those in Canada, UK and Australia/NZ, DLNSEO Language Training Centers and universities. We also support participation in the national dialogue in language learning through professional conference attendance and publications.

No. 4: We commend and encourage the expansion of the Immersion Programs, which motivates and rewards students in their pursuit of enhanced LREC proficiency. Specifically, we encourage DLIFLC to continue to search out OCONUS Immersion opportunities in Chinese and Russian.

No. 5: MLIs are excellent role models for DLIFLC students and their direct connection to the operational services. MLIs' involvement in teaching operational language and Area Studies is critical for student motivation and the accomplishment of the DLIFLC mission. We encourage a substantial increase in the number of MLIs.

No. 6: We encourage DLIFLC to take a leadership role in applied research, such as the continuation of the language aptitude pilots currently underway to support program improvement.

No. 7: The Board supports the tight integration of the Continuing Education Directorate, its offerings and technological capabilities, into all of DLI's educational offerings as a means of supporting and enhancing the linguistic and area studies expertise at all DLI facilities. This encapsulates "One DLI."

No. 8: We support previous BoV recommendations of three-year tours for the Commandant and wholeheartedly continue to recommend three-year tours for the Assistant Commandant's position, as well.

DLIFLC BoV Minutes reviewed by the Chair, Dr. William Whobrey.

5 AUG 2023:

