

31 October 2012 and 1 November 2012 Board of Visitors Meeting

of the

Defense Language Institute Foreign Language Center

Monterey, California

31 October 2012 and 1 November 2012 Contents

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TAB A- Administrative Details
FEDERAL REGISTER ANNOUNCEMENT

**DEPARTMENT OF DEFENSE, Department of the Army, Board of Visitors, Defense
Language Institute Foreign Language Center**
AGENCY: Department of the Army, DoD.

Federal Register /

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, Defense Language Institute Foreign Language Center.

Date: October 31, 2012 and November 1, 2012.

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 Language Science & Technology directorate. In addition, the meeting will involve administrative matters.

Agenda: Summary—October 31—Board administrative details, current initiatives, and orientation to Language Science and Technology Division of DLIFLC. November 1—The Board will be briefed on items of interest to DLIFLC and have time to compile observations.

Public's Accessibility to the Meeting: Pursuant to 5 U.S.C. 552b and 41 CFR 102–3.140 through 102–3.165, and the availability of space, this meeting is open to the public. Seating is on a first come basis. No member of the public attending open meetings will be allowed to present questions from the floor or speak to any issue under consideration by the Board. Although open to the public, gate access is required no later than five work days prior to the meeting. Contact the 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, 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 Defense Language Institute Foreign Language Center in response to the agenda. All written statements shall be submitted to the Alternate Designated Federal Officer of the Board of Visitors of the Defense Language Institute Foreign Language Center, and this individual will ensure that the written statements are provided to the membership for their consideration. Written statements should be sent to: *Attention:* ADFO at ATFL–APO-AR, Monterey, CA, 93944 or faxed to (831) 242–5963. Statements must be received by the Alt. Designated Federal officer at least five 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 Defense Language Institute Foreign Language Center until its next meeting.

FOR FURTHER INFORMATION CONTACT: Dr. Robert Savukinas, ATFL–APO-AR, Monterey, CA, 93944, Robert.Savukinas@us.army.mil, (831) 242–5828.

TAB B- Meeting Agenda

- 10:30 am – 10: 50 am BoV member in route to designated LS&T locations below.
- Group 1:** Dr. Rokke, Mr. O'Such, Dr. Gunawardena: To Department of Defense Center (DoD Center), Ft. Ord. (Faculty Development)
- Escort and Received by: Ms. Grazyna Dudney, Government Sedan
- Group 2:** Dr. Brecht, Dr. Yu: To Ryan Ranch (Technology Integration)
- Escort: Mr. Detlev Kesten, Government Van
- Received by Ms. Pamela Combacau
- Group 3:** Dr. Walker: To Ryan Ranch (Curriculum Development)
- Escort: Mr. Detlev Kesten, Government Van
- Received by Mr. Kiril Boyadjieff
- Group 4:** Dr. Boverie, Dr. Gard: To Student Learning Center, Presidio of Monterey
- Escort and Received by: Dr. Hyekyung Sung-Frear, Government Sedan
- 10:50 am – 12:00 pm BoV Groups receive briefings and information on designated LS&T divisions.
- 12:00 pm – 1:15 pm BoV Working Lunch at designated locations above with respective POC.
- 1:15 pm – 2:15 pm BoV Members receive briefings and information on designated LS&T divisions.
- 2:15 pm – 2:45 pm Select BoV Members en route from DoD Center to Building 614, RCR
- **BoV Group 1**
- 2:30 pm – 2:45 pm Select BoV Members en route from Ryan Ranch to Building 614, RCR
- **BoV Groups 2 and 3**
- 2:30 pm – 2:45 pm Select BoV Members en route from Student Learning Center to Building 614, RCR
- **BoV Group 4**
- 2:45 pm – 3:45 pm BoV Discussion
- 3:45 pm – 4:00 pm BoV Group Photo and Break, Building 614 Front Steps
- 4:00 pm – 4:30 pm BoV receives briefings on DLI Library, Building 614, RCR
- Ms. Kathleen Hanselmann, Director, DLIFLC Library
- 4:30 pm Adjournment
- Dr. Patricia Boverie, DLIFLC BoV Chair

Thursday, 1 November 2012

- 7:30 am Leave Merritt House Inn for Building 614 RCR, Presidio of Monterey
- Escort: Mr. Detlev Kesten, with 15 passenger van
- 7:45 am Arrive Building 614 RCR, Presidio of Monterey
- Received by Dr. Donald C. Fischer, Jr., DLIFLC Provost
- 8:00 am-- 8:05 am Call to Order/Remarks
- Dr. Patricia Boverie, DLIFLC BoV Chair
- 8:05 am – 9:00 am Issues of Interest to DLIFLC:
Attrition Study, Brain Fitness Update, CASL-NFLC
- Dr. Shannon Salyer
Voice Parsing, EDRIS, Pron
- Dr. Tamas Marius
- 9:00 am – 9:15 am Break
- 9:15 am – 10:00 am Enhanced Final Learning Objective (FLO) Activities, Use of Contractors to
Create Test (DLPT) Items
- Mr. Taek Chung, Program Manager, FLO Enhancement Program
- Mr. Deniz Bilgin, Associate Provost, Evaluation and Standards
- 10:00 am – 12:00 pm BoV time to compile observations
- BoV Chair
- 12:00 pm – 1:00 pm Working Lunch
- Time for BoV members to compile their observations from previous day
- 1:00 pm – 2:30 pm BoV time to compile observations
- 2:30 pm – 3:00 pm BoV observations to DLIFLC, Building 614 RCR
- BoV Chair and Co-Chair
- Attendees at (3) below
- 3:00 pm – 3:15 pm Closing Remarks by COL Pick
- 3:15 pm – 3:30 pm Administration/Scheduling/Adjourn
- BoV Chair

TAB C- Minutes

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

Meeting Date: 31 October 2012 and 1 November 1, 2012

Time: 31 October 2012, 0830-1600
1 November 1, 2012, 0830-1600

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

Board of Visitors Members Present:

Dr. Patricia Boverie, Chair
Mr. Dr. Clara Yu, Co-Chair
Dr. Richard Brecht
Dr. Robert Gard
Dr. Lani Gunawardena
Dr. Mr. Fred O'Such
Dr. Ervin J. Rokke
Dr. Galal Walker

Board of Visitors Members Not Present:

Mr. Scott Allen
Dr. James Keagle

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

Dr. Robert Savukinas

Army Education Advisory Committee:

Dr. Michael Wartell, Chair

October 31, 2012

Call to Order/Welcome Remarks

Dr. Patricia Boverie, BoV Chair, introduced the Board of Visitors to those in attendance. Each individual in attendance introduced themselves to the BoV. Dr. Boverie subsequently called the meeting to order at 0845.

Administrative Remarks:

Dr. Robert Savukinas, ADFO, indicated that all members have completed Federal Advisory Committee Act requirements to include Ethics, SF-61 and disclosures. The BoV meeting was posted in the Federal Register and BoV operations are in compliance with required FACA and other regulatory requirements.

FY14 Reorganization

COL Danial Pick, Commandant, presented the FY14 Town Hall brief to the BoV. He indicated to the BoV that he gave the identical brief to every school and directorate over the past three months. COL Pick indicated to the BoV that he explained DLI's hiring issues to the Office of the Secretary of Defense. DLI requested a waiver to allow for additional hiring. The waiver was subsequently granted, allowing DLI to operate with a civilian cap of 2491 civilians. It allowed for 767 positions over DLI authorized hiring level. COL PICK indicated that DLI needs more civilians to do everything that DLI has been told to do. DLI is to restructure and reorganize in order to meet this goal. Also, the Army would send a manpower review team to DLI to conduct a detailed audit for manpower requirements for the entire institution and ensure that DLI has the right number of positions.

COL Pick also outlined the Manpower Review Team's itinerary. The team will be at DLI in the coming weeks to train DLI personnel on how they want data collected. A data collection period will take place for 5-6 months. DLI will provide the requested data back to the team. The team will return to DLI and identify what the right level of manning is for DLI.

Discussion followed pertaining to the duration of the waiver, possible changes in class size and incoming students who have received DLAB waivers.

Regional Accreditation Review

Dr. Savukinas, DLI Accreditation Officer, provided the current status of DLI's regional accreditation. Dr. Savukinas reviewed the latest Accrediting Commission for Community and Junior Colleges (ACCJC) Evaluation Report on DLI to include all Recommendations and Commendations. Discussion pertaining to the DLI Associate of Arts Degree program requirements, completion rate, degree office staffing and student recruiting followed.

Language Science and Technology Directorate (LS&T) Overview Slides

Dr. Campbell, Associate Provost for LS&T, provided an overview of the LS&T organization. Dr. Campbell elaborated on products created by Curriculum Division to include online products such as Online Diagnostic Assessment with 8 that are online and 39 that are being validated.

Dr. Campbell also reported on PBDS- Post Basic Delivery System. The PBDS is a post basic delivery system online of the post basic course which allows students and teachers to access modules with topical domains. DLI responded to customer needs 3 years ago when DLI heard that these materials are not as accessible as they could be. Dr. Campbell cited GLOSS as having 418,720 users in fiscal year 2012. For Online Diagnostic Assessment (ODA) DLI has 6,000 registered users, an increase of 30 percent from the last year.

The overview of the LS&T organization continued with an introduction to Curriculum Development, Technology Integration, Faculty Development, Student Learning Center and the DLIFLC Libraries.

BoV Members Visit LS&T units for Briefings

BoV members were assigned to investigate divisions in the Language Science and Technology Directorate. See Agenda for BoV member assignments.

BoV briefing and information on designated LS&T divisions

BoV Discussion-LS&T

Faculty Development (FD), Rokke, O'Such, Gunawardena:

The BoV discussed operations and practices of FD. The program's sophistication supersedes many civilian and military academic institutions due to a cultural process that is in place that emphasizes the process of teaching how to make students learn and for the faculty to take time to develop their teaching. The program is vital in that the institute is converting native speakers who may have not background in teaching. The FD staffing (39-40 personnel) services the professional development needs of 2,000 DLIFLC faculty.

The BoV also discussed FD's eLearning Certification Program. The program graduated 48 DLIFLC faculty and is working on a second round of faculty for the program.

BoV Discussion-LS&T

Technology Integration (TI), Yu, Brecht:

The BoV discussed the products produced by TI. Most notable was the fact that once content is acquired, it can be programmed into other platforms thereby allowing the content to span across the various products. The economies are built-in allowing for repurposing content across multiple methods. However, at this time, tracking DoD and other agency use of TI products is challenging. The potential of also repurposing adaptable online assessment shows great potential to the linguist community.

BoV Discussion-LS&T

Curriculum Development (CD), Walker:

Several CD products were shared. These included Online Diagnostic Assessment (ODA) with seven languages and 400 modules in development and Global Language Online Support System (GLOSS) with 38 languages. Both systems are accessible to anyone inside and outside DLIFLC. In addition to ODA and GLOSS, the division produces curriculum for the DLIFLC Resident Basic course. The development process seems well structured and well designed and flexible. CD focuses almost 90 percent of the time on Basic Program curriculum than the Intermediate or Advance programs. Curriculum is evolving. CD is creating multimedia instructional material which represents a sea change of curriculum development from several years ago.

BoV Discussion-LS&T

Student Learning Center (SLC), Boverie, Gard:

The SLC mission and functions were shared with the BoV. In sum, the SLC provides incoming students, for the first 5 days 6 hours a day for 30 hours, with the implications of learning a foreign language and approaches to include learning styles. The SLC reviews English grammar and helps students prepare to deal with the target language. During the midpoint of their DLI studies, students receive a review of how the student prepared their portfolio going into the language to upgrade it based on their experience to date. At the end of their language program, students have another 2 or 3 hours at the SLC on how to maintain themselves as autonomous language learners. Emphasis is placed on learning how to learn.

In 2010 the SLC applied mobile learning to continue to help DLI graduates learn how to learn. It's based on metacognition--understanding how to learn and what a student needs to do and how.

SLC faculty is dedicated and positive. In teaching, they linked the concept of culture as being important to understanding the language. All DLI students attend SLC during the first week at DLI. In addition, students who are experiencing difficulties learning how to learn can return to the SLC and receive special tutoring. In addition, counseling does not stop at the SLC, it continues inside the language program. Packets are developed for students so that if they experience problems learning the foreign language they can refer to prior counseling. The schools have a student advising and counseling history assistance and other resources to ensure we assess whether or not it is lack of ability or lack of effort.

BoV Group Photo:

BoV meets at the front of Bldg. 614 for a group photo.

BoV briefing and information on designated LS&T divisions (continued)

DLI Library Briefing

Ms. Kathleen Hanselmann, Director of DLIFLC libraries, presented an overview and orientation to the services provided by Aiso and Chamberlain Libraries. Ms. Hanselmann explained the library location, borrowing volume, holdings (110,000 and 1,000 journals) scope and content, services, initiatives, webpage and fielded questions from the BoV. Questions posed pertained to student use of the library. In particular, use is approximately 1,500+ people per week using study rooms, computers and wireless access and individual study.

Adjournment

Dr. Boverie, Chair, adjourned the meeting at 1640.

November 1, 2012

BoV Call to Order/Welcome Remarks

Dr. Boverie, BoV Chair, called the meeting to order at 0800 and welcomed everyone in attendance.

Issues of Interest to DLIFLC

The BoV received updates and discussed several issues of interest to DLIFLC, namely Brain Fitness Update, Attrition Study, Voice Parsing, Edris and Pron.

Brain Fitness Update

Dr. Salyer outlined Brain Fitness Research and Training study. Dr. Salyer described the study's purpose, research foundation, methodology, pilot testing, data collection procedures, video diaries, and the study's implications upon foreign language learning. Dr. Salyer indicated that working memory is the part of one's cognitive system that allows one to hold and manipulate information. Working memory can be developed.

Attrition Study

Dr. Salyer continued with a second research project pertaining to DLIFLC attrition. The attrition study focused on aspects inside and outside of the classroom to assist in identifying areas which may affect student attrition. Dr. Salyer outlined the study's considerations and actions taken by DLIFLC in light of the study's findings. Dr. Salyer answered questions posed by the BoV members.

Language Technology Application and Evaluation (LTEA)

Dr. Tamas Marius reviewed LTEA initiatives, specifically; 1) Automatic Speech Recognition-Based Pronunciation Tool; 2) Auto-ILR Tool; 3) Automatic Low Range Online Testing System; 4) MT support for NIST, ARL, AFRL, Sequoyah/MFLTS, and 5: LTEA projects.

Dr. Marius described DLI's effort in developing a system that provides pronunciation feedback down to the syllable level: Automatic Speech Recognition Based Pronunciation Tool. In developing these systems, DLI recorded teachers and students. The recordings were used to train the algorithm to accept any input in Arabic within the domain that the system was trained in to be able to break it down to syllable level and give a response after listening to the subject matters input. It tells the user where he or she mispronounces any sound in the system. In sum, this requires lots of recorded data to enable feedback on different levels of pronunciation.

Dr. Marius described the Automatic ILR Leveling System (English, Arabic, Pashto, Dari). DLI conducted recordings from hundreds of students at various levels of the language learning process. These students donated hours of data

which was then evaluated by the instructors. The system measures a number of items to include word length, word complexity, sentence complexity and some grammatical features.

Dr. Marius also provided a static demonstration of the automatic ILR Document Rating interactive System. He indicated that this is a new system in collaboration with MIT. Like the aforementioned initiatives, this also requires immense data collection.

Dr. Marius continued with the Automatic Low Range Online Testing System. This system uses Automatic Speech Recognition to score spoken responses at a very low range of proficiency; target ILR is 0+, 1, 1+. The system scores pronunciation and has potential to be integrated into adaptive testing. Dr. Marius displayed NetPron examples.

Last, Dr. Marius presented ongoing LTEA projects and contracts and answered BoV questions.

Use of Contractors to Create Test (DLPT) Items

Mr. Bilgin outlined the test development cycle indicating that the development cycle is 18 to 24 months which is handled by contractors and in-house DLIFLC also test developers. Mr. Bilgin described the skill set needed to successfully develop test questions to include a deep understanding of the ILR levels.

Mr. Bilgin described test item development by contractors. Managing contractor test development is significant in that it presently represents the majority of test development actions. Contractors assist DLI to create tests in languages where the institute does not have expertise. Test development volume is also significant. Presently, DLI is developing 2.8 items for every item that the government accepts, which requires continuous review among many test items and languages. This is a vast improvement in test development methods over the past several years. The cost per item in 2005 was above \$6,000 per item; it is now down to \$1,000 per item. 125,000 DLPTs were administered worldwide.

Mr. Bilgin reported on Standard Setting which is a method to establish cut scores on a test. Standard Settings studies are conducted to ensure that decisions are based on high-quality data, using a systematic approach with reproducible results, objective standards, defensible statistical procedures, and stake-holder input. To date, studies conducted successfully are: Iraqi, Egyptian, Korean, Russian, Spanish, Levantine, Modern Standard Arabic, Persian-Farsi, Turkish, Pashto, Hebrew, Serbian-Croatian and Chinese-Mandarin, Dari (Constructed Response Test (CRT)), and French.

FLO Enhancement Program

Mr. Taek Chung presented the Enhanced Final Learning Objective (FLO) Activities Program to the BoV. The program's goal is to minimize the gap that

exists between the DLI graduates and the cryptologist analysts in the field. Mr. Chung explained that Enhanced FLO Activities (EFAs) meet the challenges of the linguists in the field through methodologically-sound language learning strategies, high-level audio selections that have purposefully imperfect quality, multiple speakers, colloquial speech, student-centered activities utilizing multiple active skills, grammar review, geography/map usage, target language research, and English report writing. Operation-like tasks are performed containing activities involving problem solving, predicting, inferring, and hypothesizing. Mr. Chung reported over 900 EFAs are developed in 23 languages and dialects taught at DLI. Enhancement training is conducted at DLI and in the field.

BoV Time to Compile Observations

The BoV discussed topic areas pertaining to the Language, Science and Technology Directorate. Members discussed their findings from the previous day and from briefings held during the morning of 1 November 2012.

BoV Outbrief

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

The BoV thanked retiring Provost Dr. Donald C. Fischer, Jr. for his absolute dedication and outstanding leadership. The utmost test of a leader is the creation of a positive culture. Dr. Fischer has instilled in DLIFLC a culture of collaboration, rigor, accountability and innovation, always putting student long-term success first. It is a formidable legacy, upon which to build a brilliant future.

Closing Remarks

COL Pick thanked Dr. Boverie and the Board for their time, leadership and terrific insight. COL Pick affirmed the BoV's comments about Dr. Fischer.

COL Pick hopes to be able to share the USAMAA team proposals with the BoV first. He indicated that this will be helpful before the Army makes any final decisions on how to structure the institute.

BoV Administration

The BoV discussed dates and determined the next meeting will take place on March 27-28, 2013.

Adjournment

Meeting adjourned at 2:22pm, Dr. Boverie, BoV Chair.

Minutes Approved: Dr. Patricia Boverie, DLIFLC BoV Chair Date: 23 January 2013

TAB D- Subcommittee Members/Mission/Meeting Purpose

Subcommittee/Board Members:

Dr. Patricia Boverie, Chair

Dr. Clara Yu, Co-Chair

Mr. Scott Allen

Dr. Richard Brecht

Dr. Robert Gard

Dr. Lani Gunawardena

Dr. James Keagle

Mr. Fred O'Such

Dr. Ervin Rokke

Dr. Galal Walker

Mission:

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

Meeting Purpose:

The purpose of the meeting is to provide an overview of DLIFLC's Language Science & Technology directorate. In addition, the meeting will involve administrative matters. Agenda Summary: October 31—Board administrative details, current initiatives, and orientation to Language Science and Technology Division of DLIFLC. November 1—The Board will be briefed on items of interest to DLIFLC and have time to compile observations.

TAB E- Observers and Guests

Mr. Glen Nordin

TAB F- Handouts

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

1. DLIFLC FY 14 Reorganization
2. ACCJC Accreditation Comprehensive Evaluation Report 2012
3. Accreditation Update
4. Language Science and Technology Overview
5. Faculty Development Brief
6. Technology Integration Brief
7. Curriculum Development Brief
8. Student Learning Center Brief
9. Libraries Brief
10. Attrition Brief
11. Brain Fitness Brief
12. Language Technology Application and Evaluation Brief (Voice Parsing, Edris, Pron)
13. Enhanced Final Learning Objective Brief
14. Test Development Brief
15. BoV Operating Procedures

TAB G- Actions Forwarded to the AEAC

BoV Recommendations: Meeting conducted on 31 October 2012 and 1 November 2012:

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

1. The BoV, serving as a guardian of institutional integrity, assisting the Commandant in ensuring that DLIFLC continues to fulfill its stated mission, takes its role as a positive influence very seriously. To accomplish this we consider it essential that we be briefed or consulted in advance on major structural, leadership and programmatic changes so that the board can be in a position to provide support to the Commandant when needed.

2. Quality is the touch stone of DLIFLC. To maintain that quality, we feel strongly that any reduction below the current teacher-student ratios will result in the reduction in mission requirement. A salient feature of the high quality of DLIFLC language education is the student to faculty ratio, and we urge that the current level be maintained.

3. We congratulate DLIFLC for successfully winning its 6-year WASC re-accreditation, with glowing commendation.

4. We commend the following areas for their excellence and encourage their maintenance and continued development:

- Exemplary faculty development program
- Integration of technology in language learning
- Cutting edge research in curriculum development and testing
- The AA degree as a device for recruiting and motivating students
- Effort to connect language learning technology with the work the students will be doing, e. g., the FLO initiative

5. The BoV would like to see a reduction in DLAB waivers granted by the Services.

6. The BoV would like the 5-day Student Learning Center “learning to learn” program be reexamined, possibly reorganizing the schedule for greater efficacy.

7. DLIFLC is a national treasure and the best research laboratory for language learning, faculty development and integration of technology. The vast resources it has built can be shared by the entire educational system, as consistent with the directive by Leon Panetta, the Secretary of Defense on August 10, 2011, “Language, regional and cultural skills are enduring war fighting competencies that that are critical to mission readiness in today’s dynamic global environment. Our forces must have the ability to effectively communicate with, and understand the cultures of coalition forces, international partners, and local population.”