

**2 and 3 December 2015 Board of Visitors**  
**Meeting of the**  
**Defense Language Institute Foreign Language Center**  
**Monterey, California**

**2 – 3 December 2015 Contents**

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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 December 2 and 3, 2015.

**ADDRESSES:** Defense Language Institute Foreign Language Center, Building 326, Weckerling Center, Presidio of Monterey, CA 93944.

**FOR FURTHER INFORMATION CONTACT:** Mr. Detlev Kesten, the Alternate Designated Federal Officer for the subcommittee, in writing at Defense Language Institute Foreign Language Center, ATFL-APAS-AA, Bldg. 614, Presidio of Monterey, CA 93944, by [email at kestev.detlev@dliflc.edu](mailto:kestev.detlev@dliflc.edu), or by telephone at (831) 242-6670.

**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. 52b, 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 shared governance practices to improve communication across organizations at Defense Language Foreign Language Institute. The subcommittee will also receive an update on the Institute's accreditation and will address administrative matters.

*Proposed Agenda:* December 2— The subcommittee will receive briefings associated with shared governance and the Institute's actions in supporting this principle. The subcommittee will be updated on the Institute's accreditation. The subcommittee will complete administrative procedures and appointment requirements. December 3— 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 Mr. Kesten, 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. The Weckerling Center is fully handicap accessible. Wheelchair access is available on the right side of the main entrance of the building. For additional information about public access procedures, contact Mr. Kesten, 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 Mr. Kesten, 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. 2015-09520 Filed 4-23-15; 8:45 am]

TAB B- Meeting Agenda

**Defense Language Institute Foreign Language Center  
Board of Visitors (BoV) Meeting  
2-3 December 2015**

Wednesday, 2 December 2015

- 7:30 am Leave Embassy Suites lobby for the Defense Language Institute Foreign Language Center  
- Escort: Mr. Detlev Kesten, with government vehicle.
- 7:55 am Arrive Weckerling Center, Bldg 326, Bay View Room, Presidio of Monterey  
- Park in Reserved Visitor Parking Space (4 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 Philip J. Deppert, DLIFLC Commandant  
- Dr. Betty Lou Leaver, Provost, DLIFLC
- 8:30 am – 8:45 am Call to Order, Dr. Richard Brecht, BoV Chair  
BoV FACA Compliance, Administrative Business  
- Mr. Detlev Kesten, Associate Provost of Academic Support/Accreditation Officer
- 8:45 am – 10:30 am Introduction to Topic: Shared Governance  
1. Introduction by COL Phillip J. Deppert  
2. Dr. Robert Savukinas, OSAE, WASC perspective  
3. Dr. Betty Lou Leaver, Provost  
4. Dr. Jim Keagle, BoV member
- 10:30 am – 10:45 am Break, move to Cook Hall
- 10:45 am – 12:00 pm Shared Governance at UGE  
- Dr. Hiam Kanbar, Associate Provost, UGE  
- UGE Deans  
- UGE Chairs
- 12:00 pm – 12:15 pm Move to Weckerling Center, Gold Room
- 12:15 pm – 1:00 pm BoV Working Lunch  
- COL Phillip J. Deppert, Commandant  
- Col Keith M. Logeman, Assistant Commandant  
- Dr. Betty Lou Leaver, Provost  
- Mr. Detlev Kesten, ADFO

1:15 pm – 2:15 pm	Academic Senate and Faculty Advisory Council - Dr. Mahera Harouny, AS President - Academic Senate members, FAC members
2:15 pm – 2:30 pm	Break
2:30 pm – 2:50 pm	Accreditation Update Dr. Jack Franke, Accreditation Assistant
2:50 pm – 3:10 pm	Training & Assessment Update - Dr. Gary Hughes, Director, TA
2:50 pm – 3:10 pm	Training & Assessment Update Dr. Gary Hughes, Director, TA
3:10 pm – 3:30 pm	ALA Leadership Update Dr. Grazyna Dudney, Director, Faculty Development Support
3:30 – 3:45 pm	Move to Bldg 215, Conference Room
3:45 pm – 4:45 pm	OSAE Update, Conference Room, Bldg 215 - Dr. Natalie Fryberger - Dr. Andrew Corin - Dr. Rob Savukinas - Mr. Sergei Entis
4:45 pm	Adjournment

Thursday, 3 December 2015

7:30 am	BoV leaves Embassy Suites for Weckerling Center, Presidio of Monterey - Escorted by Mr. Detlev Kesten, ADFO
8:00 am	Call to Order - Dr. Richard Brecht, BoV Chair
8:00 am – 8:45 am	Commandant's Priorities - COL Phillip J. Deppert, DLIFLC Commandant - Col Keith M Logeman, DLIFLC Assistant Commandant - Mr. Steve Collins, Chief of Staff - Dr. Betty Lou Leaver, Provost - Mr. Detlev Kesten, ADFO
8:45 am – 9:00 am	Official BoV picture



9:00 am – 10:00 am	<p>Shared Governance at CE</p> <ul style="list-style-type: none"> <li>- Dr. Christine Campbell, AP, CE</li> <li>- LtCol Dane Gibson, Asst. Provost, CE</li> <li>- Dr. Ra'ed Qasem, Dean, Field Support</li> <li>- Mr. Mike Vezilich, Dean, Distance Learning</li> <li>- Dr. Rong Yuan, Dean, Resident Education</li> <li>- Mr. Hassane Bouhaja, Dean, Extension Programs</li> </ul>
10:00 am – 10:15 am	Break
10:15 am – 11:00 am	<p>CE Student Sensing Session with BoV</p> <ul style="list-style-type: none"> <li>- Escorted by LtCol Gibson</li> </ul>
11:00 am – 11:45 am	CE Faculty & Staff Sensing Session with BoV
11:45 pm – 12:45 pm	BoV working lunch, Bay View Room, Weckerling Center
12:45 am – 1:45 pm	<p>Shared Governance at Academic Support</p> <ul style="list-style-type: none"> <li>- Mr. Detlev Kesten, AP, ADFO</li> <li>- Mr. Steve Koppany, Asst. Provost</li> <li>- Ms. Grazyna Dudney, Director, Faculty Development</li> <li>- Ms. Masako Bourston, Director, Curriculum Development</li> <li>- Dr. Hyekyung Sung-Frear, Director, Student Learning Services</li> <li>- Ms. Pam Taylor, Director, DAA</li> <li>- Ms. Tammy Lowery, Acting Chief Librarian</li> <li>- Ms. Jelena Teague, Director, Immersion Office</li> <li>- Mr. Issam Tnaimou, Arabic Learning Task Force</li> <li>- Ms. Kalyn Shubnell, Reverse Evaluation Coordinator</li> </ul>
1:45 pm – 3:00 pm	BoV time to compile outbrief
3:00 pm – 3:15 pm	<p>BoV Administration: Meeting Evaluation, Scheduling</p> <ul style="list-style-type: none"> <li>- Mr. Detlev Kesten, ADFO</li> </ul>
3:15 pm – 3:30 pm	BoV Outbrief to DLIFLC Commandant and Provost
3:30 pm – 3:40 pm	Break
3:40 pm – 4:00 pm	BoV Outbrief to DLI Leadership, Staff & Faculty
4:00 pm – 4:15 pm	Closing Remarks by COL Phillip J. Deppert
4:15 pm	Adjournment
4:15 pm	<p>Van departs for hotel</p> <ul style="list-style-type: none"> <li>- Escort: Mr. Detlev Kesten, ADFO</li> </ul>

TAB C- Minutes

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

**Meeting Date:** December 2 and December 3, 2015

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

**Board of Visitors Members Present:**

Mr. Scott Allen, Member, Board of Visitors  
Dr. Richard Brecht, Chair and Member, Board of Visitors  
Ambassador Ruth A. Davis, Retired, Member, Board of Visitors  
Dr. James Keagle, COL, Retired, Member, Board of Visitors  
Dr. Ervin Rokke, Lt Gen, Retired, Member, Board of Visitors  
Dr. Galal Walker, Co-Chair and Member, Board of Visitors  
Mr. Craig Wilson, Member, Board of Visitors

**BoV Alternate Designated Federal Officer:**

Mr. Detlev Kesten

**2 December 2015**

**Welcome Remarks**

COL Philip J. Deppert, DLIFLC Commandant, welcomed all in attendance followed by all individuals in attendance introducing themselves to the BoV.

**Call to Order**

Mr. Detlev Kesten called the meeting to order at 0836. Mr. Kesten reviewed the handouts for the BoV members. He stated that the meeting was announced in the Federal Register and that quorum is achieved. Dr. Brecht, BOV Chair, welcomed the board and greeted the new Commandant and Assistant Commandant.

**Administrative Business**

Mr. Kesten facilitated administrative business, including agenda, lunch, travel vouchers and reservations. He also announced that BoV were invited to and informed about the unofficial dinner in the evening.

**BoV FACA Compliance**

Mr. Kesten presented feedback from the AEAC on DLI BoV re-approval process. All seven packets of paperwork for the current BoV members are current. Mr. Kesten also declared that four members; Dr. Brecht, Dr. Rokke, Dr. Keagle and Mr. Walker were renewed for another three-year appointment. All present applauded. Mr. Kesten asked the four members to stand and be officially sworn in by taking the oath of office. The four stood to take the oath.

Mr. Kesten presented the BoV with slightly updated by-laws. A copy of the same with highlighted sections was provided and printed in the meeting itineraries. Mr. Kesten requested to have the board focus on the updated DLIFLC mission statement. Then he

read the new mission statement as follows; the DLIFLC provides culturally based foreign language education, training, evaluation and sustainment to enhance the security of the Nation. Mr. Kesten indicated that the word "research" and the phrase "for DoD personnel to ensure the success of the Defense Language Program" have been removed from the mission statement since the last time BoV reviewed the bylaws. Dr. Brecht asked for the author of the changes to the mission statement. Mr. Kesten responded that they were made during a discussion in the OPORD meeting to make it truly reflective of what DLIFLC does. Mr. Kesten reported an additional change of nomenclature; the Army Education Advisory Council replaced the word "co-chair" with "vice chair." Mr. Kesten posed the BoV to vote on the changes, and subsequently, all the changes were voted on and unanimously supported by the BoV. Accordingly, the BoV voted to accept and adopt the word "vice chair" for the BoV co-chair position.

## **INTRODUCTION OF TOPIC: SHARED GOVERNANCE**

### **1. Commandant Perspective of Shared Governance**

COL Deppert, DLIFLC Commandant, presented the major ideas that are on the top of his priority list. COL Deppert indicated that he reviewed the DLIFLC mission statement and noticed that the institute's priorities were not aligned. It appeared to him that the institute's top priority was the prevention of sexual assault. He emphasized that without taking anything away, he reshaped and redirected the Institute towards its top goal and priority, which is to produce culturally based professional military linguists. To help conceptualize this priority, the Commandant presented the Parthenon that depicted a Dynamic and Revolutionary Learning Environment for Culturally Based Professional Military Linguists. This graphic representation of Parthenon is a three-pillar model that focuses on means, ways, and ends in the effort to fulfill the mission of 2+/2+. The first pillar of the Parthenon refers to a partnership with Academia and Industry. The second refers to having trained and ready faculty, prepared students and an empowered and flexible curriculum to support the 2+/ 2+ requirement. The final and third pillar of the Parthenon refers to the goal of the 2+/2+ and beyond.

COL Deppert also presented four major discussion points:

- a. Shared Governance at the DLIFLC
- b. Faculty Compensation
- c. Service Support Agreements - Joint Organization
- d. Language Training Detachments (LTD's) - Cultural Competency Education and Training.

**Shared Governance:** COL Deppert reported that DLIFLC has shared governance but across the institution there is a misconception on what this should be, so he asked the BoV to help improve and shape the shared governance notion.

**Faculty Compensation:** COL Deppert indicated that conversations regarding faculty pay started in 2009 but due to sequestration and other factors it is still going on. He stated that the DLIFLC faculty makes 30% less than their local peers two miles down the road. COL Deppert shared that the top leadership agrees that this disparity needs to be

closed, and meetings and conversations are taking place to resolve the issue. He also stated that the management sent a proposal to Mr. Carson (the ultimate decision maker) regarding the DLIFLC payment plan, and is waiting for an answer. COL Deppert reported that there has been upwards of 800-1000 members of DLIFLC faculty who have signed a petition for Congressman Sam Farr expressing their significant discontent. Senator Feinstein has already started a congressional inquiry as to why a DLIFLC pay structure is different. This pay issue is causing negative morale and making it impossible for some folks to stay in the area.

**Service Support Agreements- Joint Organization:** COL Deppert reported that DLIFLC wide an internal question has been circulating regarding whether the DLI should be a Joint Organization. The question has been what is to be gained or what is the benefit of Joint Organization. He indicated that DLIFLC was doing a localized internal risk, cost and benefits analysis. Mr. Wilson added that this issue was discussed 20 or 30 years ago, and it ended up with the Army still being the Executive Agent and the Services still funding all joint activities. COL Deppert expressed that it was more than a budgeting concern. The issue is, given the current command and control structure, what can or cannot be accomplished.

**Language Training Detachments (LTD's)-Competency Education and Training Center:** COL Deppert reported that a few years ago, due to budgetary constraints, the Army shut down a number of LTD's around the world. However, due to General Milley's most recent orders, which he calls an officer broadening assignment, DLI has had a lot of discussions with the Army chain of command regarding how to get the best value in cultural training. COL Deppert posed the idea of establishing DLI as a center for cultural training excellence, and if so, where this should be and how to expand the capacity of training. Dr. Rokke expressed that military structures had a difficult time understanding intellectual connections in the cyber domain and asked if DLI was doing anything to bridge the intellectual gap look at opportunities within the context of cyber. COL Deppert declared that the initial conversation should take place in the next week or so with the Army Cyber Command operations people.

## **2. WASC Perspective of Shared Governance**

Dr. Savukinas, DLIFLC, Office of the Standardization and Academic Excellence, provided the BoV with a perspective of Shared Governance with regards to accreditation. Dr. Savukinas informed that the WASC/ACCJC, Western Association of Schools and Colleges and Accrediting Committee of Colleges and Junior Colleges, are two accreditation committees that allow DLI to be an accredited degree granting institution. Dr. Savukinas highlighted that shared governance is a balance between speed and deliberations. He revealed that the term "shared governance" does not appear in the WASC/ACCJC accreditation standards. However, there are two accreditation standards, Standards 1 and 4 that focus on the shared governance principle. Dr. Savukinas stated that Standard 1 includes collegial dialog about the outcomes of the students, student equity, academic quality, institutional effectiveness and continuous improvement of student learning and achievement. He also shared Accreditation Standard 4, which looks at the contribution of leadership throughout the organization for promoting student

success. According to Dr. Savukinas, this meant faculty and staff have input in structures, policies, and procedures.

### **3. Provost Perspective of Shared Governance**

Dr. Leaver, DLIFLC Provost, explained that the Office of the Provost had a difficult first year with many of the issues relating to shared governance. Dr. Leaver emphasized that when she started the position as Provost, she learned that Under Graduate Education (UGE) schools had management directed reassignments and rank advancements. The Provost acknowledged the problematic nature of that, as Deans were picking Chairs and Chairs were picking Team Leaders without any formal process or shared governance. Dr. Leaver stated that now there is a selection process and more transparency in the system, also that rank advancement is handled by objective military officers with no stake in the advancement arena.

Dr. Keagle, DLIFLC Board of Visitors member, mentioned that during the summer when discussing leadership rotations with incumbent deans there was a pushback. The concept of leadership positions having fixed terms and then being rotated was viewed by faculty members in the positions of leadership as a form of disrespect and disregard for their position. Dr. Keagle stated that in academia chairpersons and deans rotate. Dr. Brecht asserted that some of the pushback may, in fact, be culturally specific.

Mr. Allen, Board of Visitors member, brought up the issue stemming from a few years prior at a BoV meeting, concerning frustration with faculty regarding the students and their abilities, with respect to waivers. Mr. Allen wanted to know if that was still an issue. Col Logeman, DLIFLC Assistant Commandant, stated this is still a problem, but progress has been made. For example, DLAB cut scores have been raised to make sure that well qualified students attend DLI. Also, waivers of under-qualified students are no longer being issued. Col Logeman stated that all Services are trying to identify at the recruiting station and at basic training centers, students who are interested in language learning and aligning them with the language they want to study. He also included that the Air Force has worked hard to insure that student motivation is improved to include, where possible, that they get one of their top three language choices.

Col Logeman stated that to address issues regarding shared governance, leadership is working to develop a program that deals with the trust issues, transparency, and communication. He also said that they are working towards writing down policies and procedures to make faculty and staff a part of the decision-making process. Dr. Leaver presented that a new DLIFLC organization, the Office of Standardization and Academic Excellence (OSAE), would be charged with developing best practices to share and standardize procedures and practices.

### **Break and Move to Cook Hall**

The BoV took a break and moved to Cook Hall for time with Under Graduate Education (UGE).

### **Shared Governance at UGE**

Dr. Kanbar, DLIFLC Acting Associate Provost of UGE, introduced the topic of shared governance in UGE and asserted its application within the schools. Dr. Shevchenko, DLIFLC Dean UMC, discussed the role of teachers, chairpersons, and faculty and how they involve everyone in the decision-making process. He also highlighted the types of leadership meetings within UGE, chain of command flow chart and the flow of communications within the UGE structure. Faculty, in general, are asked to follow the chain of command.

### **Move to Gold Room, Weckerling Center**

BoV members move to the Weckerling Center.

### **BoV Working Lunch**

BoV members lunch with DLIFLC leadership, COL Deppert, COL Logeman, Dr. Leaver and Mr. Kesten for further discussion.

### **Shared Governance: Academic Senate (AS) and Faculty Advisory Council (FAC)**

Dr. Harouny, DLIFLC AS President, stated the topic of shared governance is very near and dear to the AS and FAC. She specified that the by-laws were amended, and now AS has direct access to the Commandant, the Provost and Assistant Provost for any issues. Dr. Harouny mentioned that the AS would like to see more shared governance, because the Defense Language Proficiency Test (DLPT) target has increased to 2+/2+. To reach this goal teachers must be motivated. She mentioned that the faculty morale is low, and a stronger bridge needs to be built between top leadership and faculty. In terms of shared governance, issues are presented through one-on-one meetings with the Commandant, Assistant Commandant, and the Provost. Dr. Harouny suggested that ad-hoc committees, position papers, and resolutions also exist to emphasize shared governance.

### **Break**

### **Accreditation Update**

Dr. Franke stated that the ACCJC accreditation report was accepted, June 2015. The midterm report was reaffirmed with no questions, which is the highest and best outcome that can be obtained. October 2015 DLIFLC published an OPORD for the Institutional Self Report (ISER), formerly called a Self-Study. Dr. Franke mentioned that eight DLIFLC personnel attended ACCJC training at Solano College. He also informed the Board that the kickoff for the Institutional Self-Report with all key stakeholders and personnel would be held in December 2015. The next self-study report is due November 2017. The next site visit is March 2018.

Dr. Franke reported the American Council on Education (ACE) conducted a 12 member site visit in October of 2015. After said visit, preliminary results showed an increase of 3 units in upper range credit hours for OPI 2+/3 and above. Dr. Franke presented that for advanced Chinese and Korean courses, DLIFLC was given more upper range credits; 5 hours, which showed the success of those programs.

### **ALA Leadership Update**

Mr. Kesten introduced Dr. Grazyna Dudney, DLIFLC Director of Faculty Development and Support. Dr. Dudney provided a brief overview of the Advance Language Academy (ALA). This is a new initiative by the Provost. The focus of the project is to prepare the Institute for the paradigm shift needed to meet and exceed the new proficiency demands. Presenters are visiting scholars and in-house experts. Content is tailored to individual stakeholders. Dr. Dudney suggested that the ALA has already developed into a fully operational program and is already available to other government organizations. She indicated that the goal was to look for pockets of expertise and coordinate with groups of individuals to incorporate diverse ideas and perspectives across organizations.

### **Training Analysis & Shared Governance**

Dr. Hughes, DLIFLC Training Analysis Director, gave a brief of the Training Analysis Division in terms of shared governance. He suggested the sub-focus of the division would be a partnership, equity, accountability, and ownership. He shared that the division's two focus areas are program evaluation and improvement and translational research.

Dr. Hughes stated that the current TA mantra is "teach to three" (learning effectiveness, instructional effectiveness, organizationa/operational effectiveness ) in response to the increased language proficiency standards. TA is designing a set of rubrics to help faculty and students understand what it looks like to work toward the three. The mission is to facilitate improvements in language proficiency and student retention through participatory evaluation/improvement activities and translational research. By that, this must be brought down to the staff level. Dr. Hughes also discussed student motivation, measuring effectiveness, improved attrition, and creating partnerships between schools and with the military side of DLI.

### **Move to Building 216, Conference Room**

BoV walks to building 216.

### **OSAE Update**

Dr. Fryberger and Dr. Savukinas, DLIFLC OSAE, introduced the newest department at DLIFLC, the Office of the Standardization and Academic Excellence (OSAE). Dr. Fryberger reported that the OSAE had its ribbon cutting and will be opening up more positions soon. The OSAE serves as the principal advisor to the Provost and Command Group on quality assurance and standardization of best practices in all Provost Organizations to support the DLIFLC mission. OSAE strives to sustain continuous institutional improvement by promoting a culture of collaboration, transparency and engaged leadership based on the principles of shared governance.

Dr. Fryberger stated that the areas of focus are on quality assurance and standardization in leadership practices, shared governance and the fair and equal application of policies related to faculty. She specified that OSAE also provides consultation and recommendations to Deans, on behalf of Provost and in consultation with Associate Provosts, in the areas of leadership and management. Dr. Savukinas highlighted that OSAE would develop and maintain an overall strategic leadership development plan for the Provost organization. The plan includes the monitoring of instructional programs



(class observations, review curricula, syllabi and hosting sensing sessions), monitoring course results and analyzing lessons learned. OSAE will coordinate with key stakeholders to ensure quality immersions. OSAE will advise task forces on instructional effectiveness and provide faculty professional development training through Advanced Language Academies. Dr. Fryberger stated that it is important to note when conceptualizing OSAE that policing is not the intent. Instead, the aim is for consulting and advising. The end goal is for quality assurance and standardization in leadership practices, shared governance and the fair and equal application of best policies related to faculty.

### **Adjournment**

Dr. Brecht adjourned the meeting at 5:02 pm.

## **3 December 2015**

### **Call to Order**

Dr. Brecht called the meeting to order at 8:09 am.

### **Commandant's Priorities**

COL Deppert outlined several of his priorities for the BoV.

1. COL Deppert indicated that the time spent with BoV is valuable and two days once or twice a year in person and periodic phone calls are not enough. He expressed concern that this brief time provides only a snapshot of a multi-level organization and not enough context and content. It is not reality in depth. Therefore, he encouraged BoV members to call anytime with any questions after they returned home.

2. COL Deppert stated that he had two big thoughts. The first concerns Shared Governance, which is important to DLIFLC. He asked BoV to help as DLIFLC builds shared governance.

3. COL Deppert asserted that his second big thought concerns the faculty pay and compensation disparity. He emphasized that these two thoughts are so big that DLIFLC leadership and beyond must get them right.

### **Group Discussion regarding language and recruitment**

COL Deppert indicated that each of the Services is paying attention to talent management. When a candidate walks in, right now, the language isn't assigned until after basic training, which is a disconnect. Part of previous discussions and recommendations was to move the language discussion into the recruiting stages. He confirmed that Army leadership is supportive of this movement.

Col Logeman stated that the Air Force has already implemented this practice and have a mentor assigned to help them prepare for the first days at DLI. He also emphasized that currently there is about a 50/50 chance that students will get the language of their choice, but the Air Force is striving to improve the rate.

COL Deppert offered to discuss these issues with both Cyber Command and senior leadership to ensure operationalizing language in the cyber domain.

### **Official BoV Picture**

The DLIFLC BoV members assembled for a group photo.

### **Shared Governance at APAS**

Mr. Kesten, the Associate Provost of Academic Support, introduced directors and supervisors of his divisions and emphasized to his team that this was an open discussion session.

Mr. Kesten provided an overview of APAS and its initiation when the use of manpower study came out. He stressed that overall, DLI positions were not lost during the study. However, they shortened crucial departments such as Faculty Development, Curriculum Development, and the Student Learning Center. In some cases, more than 40 positions were cut from each division. Mr. Kesten stated that this changed the nature of these divisions' functions and they lost control of the final product. Now they are providing guidance to the schools in need. He indicated that he and his team created new goals because jobs or objectives in the new domain were not clear. Also, they are continually working to achieve goals and objectives related to the DLIFLC new effort of 2+ / 2+ and beyond and the goal of increasing shared governance.

Mr. Kesten stated that he followed the chain of command policy, and provided one on one meetings when required. He indicated that he has a reverse evaluation process in place that gives everyone a chance to voice what is not working and to suggest constructive solutions. Mr. Kesten pointed out that his team is very efficient, and they are highly motivated and knowledgeable people who are subject matter experts. He also emphasized that these organizations are constantly struggling and are challenged to meet new DLIFLC mission and goals with such thin staffs. He indicated that he had made many requests for additional staff, but it was very hard to cut through the red tape even if all were on board.

### **Shared Governance at CE**

Dr. Campbell, DLIFLC Associate Provost for Continuing Education (CE), provided a briefing on shared governance from the CE perspective. She gave an overview on the CE Directorate. She then discussed the faculty management and communication structure involving multiple levels of communication such as reverse evaluations, faculty advisory council activities, regularly scheduled meetings (weekly, bimonthly and quarterly), professional development programs shaped by faculty as well as multiple levels of collaboration. Dr. Campbell presented the status and progress of four CE schools; Resident Education, Extension Programs, Distance Learning, and Field Support. She detailed the recent successful conversion of the 47-week intermediate course to 19 weeks, for Category 4 languages with no change in proficiency goals. This means achieving the same goals with 40% less time. Dr. Campbell explained that the request came from the Air force that could no longer release people for 47 weeks. Hence, the

creation of this 19-week pilot course was necessary.

### **Break**

#### **CE Student Sensing Session with BoV**

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

#### **CE Faculty & Staff Sensing Session with BoV**

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

#### **BoV Working Lunch**

Dr. Brecht solicited feedback from the BoV members on topic areas covered in the previous day's briefings of 2 December 2015 for potential recommendations

#### **BoV Administration: Meeting Evaluation, Scheduling**

BoV Members completed the self-assessment of the December 2015 meeting. The BoV is scheduled to meet on June 1 and 2, 2016. Also, if possible, an additional group meeting may be held at Ft. Meade prior to the next BoV.

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

The BoV presented its provisional observations to COL Deppert, Col Logeman and Dr. Leaver. (Closed session).

#### **BOV Outbrief to DLIFLC**

The BoV moved from the Bay View Room to the Gold Room at the Weckerling Center where Dr. Brecht presented the BoV's provisional observations to DLIFLC faculty and staff. The final draft will be sent later.

1. The BoV included one of the previous recommendations, which was attention to FPS salary adjustments and emphasized the importance of leveling pay to regional salary norms. The Board recognized actions by previous and current Commandants to raise the issue to both Military and OSD chains of command. It was clear to the Board that the upper echelon of leadership was responding. The Board continues to emphasize the importance of immediate across the board salary increases, which should be institutionalized for continuous application.
2. The BoV recommends consistent vigilance on the part of the leadership as to whether the changes being implemented will lead to better mission accomplishment. The board stated that pursuit of the 2+/ 2+, as well as 3/ 3 goal requires a long term investment in faculty development, curricula and pedagogy.
3. The Board believes that the Commandant and the Assistance Commandant Service term needs to be longer than two years. They also suggested for the leadership change to be staggered.

4. The BoV recommended the regular rotation of all positions of academic leadership that to promote professional development and upward mobility.

**Closing Remarks**

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

**Adjournment**

Mr. Kesten adjourned the meeting at 4:20 pm

TAB D- Subcommittee Members/Mission/Meeting Purpose

**Subcommittee/Board Members:**

Mr. Scott Allen  
Dr. Richard Brecht  
Amb. Ruth A. Davis, Retired  
Dr. James Keagle, COL  
Dr. Ervin Rokke, Lt Gen  
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 Shared Governance practices across organizations and management to improve communication within Defense Language Foreign Language Institute. The subcommittee will also receive an update on the Institute's accreditation and will address administrative matters.

TAB E- Observers and Guests

Mr. Kirby Brown, Designated Federal Official for the Naval Postgraduate School Board  
of Advisors, Monterey, CA

TAB F- Handouts



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

1. CMDT Discussion Point for BoV
2. WASC SG Definition Brief to BoV
3. UGE Shared Governance Brief to BoV
4. Academic Senate Slides
5. Accreditation Updates to BoV
6. Training Analysis BoV Briefing
7. ALA Overview BoV Campaign Plan Preview
8. OSAE Orientation Brief
9. CE Shared Governance Brief to BoV
10. APAS Brief to BoV

TAB G- BoV Provisional Recommendations Forwarded to the AEAC  
For Meeting conducted on 10 and 11 June 2015:

**BoV Provisional Recommendations: Meeting conducted on 2 and 3 December 2015:**

5. The BoV included one of the previous recommendations, which was attention to FPS salary adjustments and emphasized the importance of leveling pay to regional salary norms. The Board recognized actions by previous and current Commandants to raise the issue to both Military and OSD chains of command. It was clear to the Board that the upper echelon of leadership was responding. The Board continues to emphasize the importance of immediate across the board salary increases, which should be institutionalized for continuous application.
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7. The Board believes that the Commandant and the Assistance Commandant Service term needs to be longer than two years. They also suggested for the leadership change to be staggered.
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Detlev Kesten  
Alternate Designated Officer, DLIFLC Board of Visitors  
13 January 2016