

Report to the Governing Board  
of the  
Tennessee Foreign Language Institute



*Presented*  
December 16, 2014

Janice Snow Rodríguez, Ph.D.  
TFLI Executive Director

### ***The TFLI Legislative Mandate***

- Coordination and provision of foreign language skills needed by state government for purposes of industrial recruitment, tourist development or any other state purpose;
- Original research into the most effective methods of foreign language instruction and the dissemination of such knowledge;
- Improvement of the language skills and teaching methods of foreign language instructors at all levels in the schools, colleges and universities of Tennessee; and Coordination and provision of foreign language instruction to the citizens of Tennessee.

### *Our Vision*

*"A world community enriched by linguistic and cultural diversity, unhindered in its efforts to create meaningful dialogues."*

### *Mission*

The Tennessee Foreign Language Institute (TFLI), dedicated to responsive public service, strives to facilitate intercultural communication through the provision of quality language instruction, translation and interpretation services, professional development for interpreters, translators and language instructors, and cultural awareness programs, which are designed to meet the needs of the state government and its employees, the business community, foreign language educators, and the public at large.

# AGENDA

## Meeting of the TFLI Governing Board

December 16, 2014, 2:00 pm CST

Tennessee Foreign Language Institute

Nashville, TN

### Adoption of Agenda

### Approval of Minutes

- A. July 29, 2014 Governing Board Meeting
- B. July 29, 2014 Audit Committee Meeting

### I. Action Items

- A. Selection of New Chair
- B. Audit Committee Report

### II. Information Items

#### A. *Administrative Reports*

- i. Update on the Implementation of the TBR Internal Audit Recommendations. *Dr. Janice Rodriguez, TFLI Executive Director*
- ii. TFLI Strategic Planning Process. *Dr. Janice Rodriguez, TFLI Executive Director*
- iii. TFLI Marketing & Communications Update. *Dr. Janice Rodriguez, TFLI Executive Director*
- iv. TFLI 30<sup>th</sup> Anniversary Proposal. *Aaron Lovett, Curriculum & Instruction Coordinator*
- v. Fiscal Status Update. *Marlan Crawford, TFLI Financial Director*

#### B. *Program Reports*

- i. English as a Second Language. *Angela Harris, ESL/TESL Director*
- ii. Foreign Language Program. *Dr. Karolina Prasad, FL Director*
- iii. Interpretation & Translation Services. *Dr. Cesar Muedas, ITS Director*

Proposed Date of Next Board Meeting: Tuesday, **May 5, 2015**

Adjournment

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# MINUTES: JULY 29, 2014 GOVERNING BOARD MEETING

## **Tennessee Foreign Language Institute**

Governing Board

Minutes

July 29, 2014

3:00 PM CST

Nashville, TN

The Board of Directors for the Tennessee Foreign Language Institute met in called session on July 29, 2014. The meeting was called to order by Chairman Dr. Richard G. Rhoda at 3:05 p.m., central time.

### **Governing Board Members/Designee's Present:**

Dr. Richard G. Rhoda

Dr. Tristan Denley, representing Chancellor John Morgan

Dr. Keith Carver, representing President Joe DiPietro, via conference call

Ms. Katherine Taylor Haynes

Commissioner Susan Whitaker

Ms. Gloria Bishop

Ms. Lee Curtis, TN Department of Tourist Development

### **Governing Board Members/Designee's Absent:**

Commissioner Bill Hagerty/Ms. Hayley Hovious

Mr. Jason Hernandez

Commissioner Kevin Huffman/Ms. Hanseul Kang

### **Others Present:**

Dr. Janice Rodriguez, Executive Director, TFLI

Mr. Jason Cavender, THEC/TSAC

Ms. Ann Collett, THEC/TSAC Internal Auditor

Ms. Nancy Bernstein, TSAC

Mr. Lou Hanemann, UT/THEC

Mr. Marlon Crawford/TFLI

### **Welcome and Introduction of Participants**

Dr. Rhoda welcomed board members and guests to the meeting and thanked them for their attendance. He stated the primary purpose of the meeting was to discuss the financial condition of the Institute and consider the FY 2015 budget.

### **Adoption of Agenda**

Dr. Rhoda called for a motion to adopt the agenda. Commissioner Susan Whitaker made a motion to approve the agenda as presented. Dr. Tristan Denley seconded the motion; the motion was duly adopted by unanimous vote.

### **Approval of Minutes from Previous Meetings**

Dr. Rhoda called for a motion to approve the minutes from the February 28, 2014 and meeting. Ms. Lee Curtis motioned to approve the minutes as presented. Dr. Keith Carver seconded the motion. It was duly adopted by unanimous vote.

### **Establishment of Audit Committee & Report**

Ms. Ann Collett noted the audit committee met earlier in the day for the first time. Ms. Collett confirmed the audit committee members, which are: Dr. Richard Rhoda, Commissioner Susan Whitaker, and Dr. Joe DiPietro, represented by Dr. Keith Carver. She noted the charter states each member serves for a three year term and eligible for reappointment, with a start date of July 1, 2014. Ms. Collett stated that Mr. Blain Clements of the TBR Internal Audit staff identified internal audit issues and is working with TFLI for resolutions. Ms. Collett stated a risk assessment, required by the state financial integrity act, will be conducted, reviewed by the audit committee, and a report will be sent to the Comptroller's office by the end of the calendar year.

Ms. Collett then discussed the recommendations from the earlier committee meeting, which were to: receive the audit report and ask TFLI to follow up by the meeting later in the year; and to review the TFLI enabling legislation and review the mission of the Institute-both approved by the Committee. Dr. Rhoda commended TBR, TFLI, and THEC/TSAC staff for their work in resolving issues. Dr. Rhoda then called for a motion to adopt the audit committee recommendations. Commissioner Whitaker made a motion to adopt the committee recommendations. Dr. Carver seconded the motion; the motion was duly adopted by unanimous vote.

### **Fiscal Status Update**

Dr. Janice Rodriguez provided the fiscal update. Dr. Rodriguez reviewed TFLI year-end cash balance and income/loss results over the past six years. She stated that although the past several years have been difficult, the preliminary results for the current fiscal year are positive; revenues are up and expenses are down. Dr. Rodriguez stated there has been healthy activity this year but that cash flow has been problematic. She noted there are continuing difficulties with accounts receivable from one major client due to its account payment process. Dr. Rodriguez stated that this client requests to receive only one invoice per month for all of its numerous services TFLI provides and that its payment process is to not pay its invoices until 50 days after receipt. Mr. Crawford stated that currently this client owed TFLI approximately 40% of its Accounts Receivable. Dr. Rodriguez stated that cash flow problems were what prompted TFLI to ask for the state appropriation advance last year. She mentioned that a few state agencies are also slow in paying their invoices. Mr. Crawford stated that TFLI's top five clients are responsible for three fourths of its Accounts Receivable. Dr. Denley raised concerns regarding the large amount of past due invoices and suggested TFLI work with the major client to collect the past due amounts. Commissioner Whitaker suggested working with this client to see if it could revise its payment practices to better accommodate TFLI's business needs.

Dr. Rodriguez stated that this major client also uses TFLI for telephonic interpretations which have increased during the past fiscal year. Dr. Rhoda asked Dr. Rodriguez to explain what this work was. Dr. Rodriguez stated this is work which TFLI subcontracts out. She stated that TFLI pays its subcontractor \$1.29 per minute and charges its clients \$1.95 per minute for interpretations provided over the telephone. Dr. Rhoda stated that TBR has waived its \$50,000 administrative fee again for the current fiscal year.

### **Approval of FY 2015 Budget**

Dr. Rodriguez presented the FY 2015 Budget. She briefly reviewed the budget line items and discussed anticipated revenues and expenditures for the upcoming year. Dr. Rodriguez provided a side-by-side comparison of the past two years, as well as expected revenues and expenses for the upcoming year. She noted that revenues are expected to be approximately \$2.3M and expenditures approximately \$2.1M. Dr. Rhoda stated revenues will be reviewed again at the next meeting. He then called for a motion to approve the 2015 budget, included as Attachment A to the official copy of the minutes.

Commissioner Whitaker made a motion to approve. Dr. Denley seconded the motion; the motion was duly adopted by unanimous vote.

**Next Regularly Scheduled Board Meeting**

Dr. Rhoda announced that the next regularly scheduled board meeting will be held in late October/early November.

**Closing Remarks/Adjournment**

There being no further business, the meeting adjourned at 3:55 p.m.

Approved:

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Richard G. Rhoda, Chair

# MINUTES: JULY 29, 2014 AUDIT COMMITTEE MEETING

## **Tennessee Foreign Language Institute**

Audit Committee

Minutes

July 29, 2014

2:00 PM CST

Nashville, TN

The Audit Committee for the Tennessee Foreign Language Institute met on July 29, 2014. The meeting was called to order by Chairman Dr. Richard G. Rhoda at 2:00 p.m., central time.

### **Audit Committee Members Present:**

Dr. Richard G. Rhoda, Chairman

Dr. Keith Carver, representing President Joe DiPietro, via conference call

Commissioner Susan Whitaker

### **Others Present:**

Dr. Janice Rodriguez, Executive Director, TFLI

Mr. Jason Cavender, THEC/TSAC

Ms. Ann Collett, THEC/TSAC Internal Auditor

Ms. Nancy Bernstein, TSAC

Mr. Lou Hanemann, UT/THEC

Mr. Marlon Crawford, TFLI

### **Welcome and Introduction of Participants**

Dr. Rhoda welcomed the audit committee members and guests to the meeting and thanked them for their attendance. Dr. Rhoda acknowledged this was the first meeting of the TFLI Audit Committee. Jason Cavender provided some background information on the involvement of TSAC fiscal staff on fiscal issues for TFLI.

### **Information items:**

#### **TBR Internal Audit report on the TFLI**

Blayne Clements from the Tennessee Board of Regents Office of System-wide Internal Audit presented an overview of the audit conducted at the TFLI. The review was conducted from February through December 2013 and covered cash receipts, expenditures and internal controls. The report was issued in May 2014 and contained 17 recommendations to improve the internal controls over TFLI business operations. Mr. Clements spoke to the facts of several of the issues including the budgeting and financial reporting process, the need for a senior accountant and the use of tuition discounts. Dr. Rhoda asked Dr. Rodriguez to provide an update on the issues cited in the report. Dr. Rodriguez discussed the status of each item. Dr. Rhoda asked for TFLI to provide an update at the board meeting later this year.

#### **Risk assessment**

Ms. Ann Collett noted that the TFLI would need to complete a risk assessment for the audit committee to formally review for submission by 12/31/14 to the Department of Finance and Administration (F&A) and to the Comptroller of the Treasury. Ms. Nancy Bernstein has worked with them this year on using the template from F&A.

**Other**

Dr. Rhoda noted that the audit committee had been established in the past but not formally endorsed. Ms. Collett noted that the audit committee charter approved by the Comptroller of the Treasury in 2007 provides for terms of three years that are renewable. As a result, terms for the current three members would be noted as starting July 1, 2014 to continue for three years. If a member leaves their position of employment, a new audit committee member would have to be reappointed.

Ms. Collett noted that TFLI would be getting their website updated to include a page for the audit committee and the information regarding fraud, waste and abuse.

**Action items:**

**Receipt of TBR Internal Audit Report**

Dr. Rhoda called for a motion to accept the TBR Internal Audit report and for TFLI staff to provide an update at the fall/winter board meeting. Ms. Whitaker made the motion. Dr. Carver seconded the motion; the motion was adopted.

**Mission of TFLI**

Dr. Rhoda discussed the need for the TFLI board to review and discuss the enabling legislation of the TFLI and determine if the members are comfortable with the current mission and activities of the TFLI. Ms. Whitaker made the motion to recommend to the Board that a review be conducted. Dr. Carver seconded the motion; the motion was adopted.

**Closing Remarks/Adjournment**

There being no further business, the meeting adjourned at 2:45 p.m.

Approved:

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Richard G. Rhoda, Chair



## ACTION ITEMS

### SELECTION OF NEW CHAIR

With the pending retirement of Dr. Richard Rhoda, it is incumbent upon the board to appoint a new Chair for the TFLI Governing Board. Further, as a point of information, the “Rules of Procedure for the Tennessee Foreign Language Institute” as approved on August 12, 1987 have been included in the Appendix of this document.

### AUDIT COMMITTEE REPORT

## ADMINISTRATIVE REPORTS

### Staff

- Janice Rodríguez, Executive Director
- Marlan Crawford, Financial Director
- Patti Pardue, Weekend Assistant (Part-time)
- Yadira Vazquez, Evening Assistant (Part-time)
- Omega Tennant, Front Office Coordinator (Part-time)
- Mary Morgan, Communications & Marketing Director
- Maria Simpson, Spanish Instructor / Interdepartmental Resource
- Percy Person, Technology Coordinator

### UPDATE ON THE IMPLEMENTATION OF THE TBR INTERNAL AUDIT RECOMMENDATIONS

*Dr. Janice Rodríguez, TFLI Executive Director*

**Background:** The Tennessee Foreign Language Institute (TFLI) is an agency of the State of Tennessee and, by state statute, is administratively attached to the Tennessee Board of Regents (TBR). The TFLI Fund Inc. is a 501(c)(3) non-profit created to support the programs of the TFLI. The two entities have common interests but are separate legal entities and have separate boards of directors.

In early 2013, the Chairman of the TFLI Board and the TBR Vice Chancellor for Business and Finance requested that the TBR Office of System-wide Internal Audit (SWIA) perform a review and provide specific recommendations to improve TFLI business operations. As a result, in May 2014 a report including 17 recommendations for improvements in the areas of governance and general business operations was delivered to TBR, TFLI and the TFLI Governing Board chair. An update on the implementation of these recommendations follows.

1. *TBR/TFLI Agreement needs to be updated.* **Status: Pending.** A request for a meeting has been sent to Deanna Hall at the TBR.
2. *TFLI employee status should be clarified.* **Status: Pending.** Whether TFLI are State employees or employees of the TN Board of Regents is ambiguous to some. It was recommended that an Attorney General opinion be requested. Not yet completed.
3. *Compliance with Financial Integrity Act.* **Status: Pending/Ongoing.** Risk assessment is underway. To be completed and submitted to the Commissioner of the Department of Finance and Administration and the Comptroller of the Treasury by December 31, 2014 due date.
4. *Detailed budgeting and financial reporting processes need to be established.* Status: Completed
5. *Update Policies and Procedures.* Status: Ongoing.
6. *Surplus Property Procedures.* Status: Completed.
7. *Addition of Senior Account.* Status: Completed.
8. *Discount Policy Definitions.* **Status: Pending.** Formal document to be completed in January 2015.
9. *Disaster Recovery and Business Continuity plans need to be developed.* **Status: Pending.** To be formulated with TFLI Technology Coordinator. Target date: March 31, 2015.
10. *Leave Requests Documented.* Status: Completed.
11. *Cash and Revenue Safeguards.* Status: Ongoing procedural refinements.

12. *Segregated Cash Handling and Recording.* Status: Completed.
13. *Daily Reconciliation of Receipts.* Status: Ongoing.
14. *Improved Classification in Banner.* Status: Ongoing.
15. *Timely deposits.* Status: Completed.
16. *Purchases Documented and Authorized in Advance.* Status: Completed.
17. *Bright line exists between the TFLI and the TFLI Fund Inc.* Status: Ongoing.

## STRATEGIC PLANNING PROCESS

The Tennessee Foreign Language Institute serves a broad spectrum of stakeholders, including state employees, the business community, foreign language educators, and the public. TFLI's Executive Director has enlisted the services of Dr. Keith Sturges to develop a **staff-centered** and **results-oriented** strategic plan. The process entails gathering feedback and recommendations from TFLI stakeholders to develop strategic goals and delineate concrete objectives and strategies to achieve those goals.

### The Process



### ABOUT THE CONSULTANT

Dr. Keith Sturges and his company Indikus offer 20 years of experience in organizational planning and development, research, and program evaluation. He has facilitated strategic planning processes for 38 nonprofit organizations, 19 state and federal agencies, and dozens of other organizations. He holds professional certification in facilitation and has formal training in organizational development and strategic management. He holds a Ph.D. in Educational Anthropology from the University of Texas at Austin and a graduate certificate in Nonprofit Planning. He also teach courses on Organizational Development at Vanderbilt University and my work has appeared in 12 practitioner-focused journals, as well as in books published by Teachers College Press, Harvard Education, and Sense publishers.

## TFLI MARKETING, COMMUNICATIONS & TECHNOLOGY UPDATE

*Dr. Janice Rodríguez, TFLI Executive Director*

TFLI's current communications and marketing director, Mary Morgan, will be leaving us in January to move to France for a year or two to work with cultural heritage sites and gardens in the Languedoc region to increase American tourism. As part of our strategic planning process, we are considering the options for handling those functions going forward--perhaps a part-time person or a contract with a firm. We have been able to do a small amount of printing of promotional materials for events this fall.



We had a successful day at Celebrate Nashville in October, with two locations this year--one for the main TFLI tent, the other for the ESL to Go truck. We also did a few days of advertising on WPLN radio leading up to registration for fall FL classes and will probably do so again in a few weeks for spring FL classes.

With the new website up and running, Mary has devoted the past few weeks to some intensive work on Search Engine Optimization (SEO), which will be ongoing for the next few weeks. For those of you

not familiar with the term, it's really just about adapting a website to be search-engine friendly with things like purpose-written meta descriptions for each page that show up on the search results list. We're having some technical problems with the site at the moment in terms of SEO, but those should be resolved soon. One of the outcomes of our strategic planning process is likely to be making translation of parts of the site into other languages a priority.

With regard to technological innovations, our Technology Coordinator, Percy Person, is working with Foreign Language programs to pilot an online language course in Spanish. Over the past 3 to 6 months we have been aggressively pursuing



the necessary components to start online foreign language training at TFLI. A big part of this is the vetting of an appropriate LMS (Learning Management System) partner to host the video-conferencing component. We have

three companies that we are currently looking at as a match which include: Adobe Systems, Citrix, and MegaMeeting. Once an LMS partner is in place we will then develop a pilot class and invite staff, board members (hint), teachers and other insiders to participate in order to test the program. Once the desired approval is reached we will offer an introductory class to current students, newsletter subscribers, and other word of mouth clients. The objective will be to ultimately open the program up to the public at large, thus addressing our mandate to serve the entire state of Tennessee.

Finally, additional publicity and accolades for TFLI include the award presented to the ESL to GO program in the



Center for Non-Profit Management's Salute to Excellence Awards Ceremony on September 23, 2013. This program won first place with a \$25,000 prize in the Frist Foundation's Innovation in Action category. (Full press release included in the appendix of this report.)

Additionally, TFLI was honored as a topic for a conference paper selected and presented at the US-China Education Trust's Boya Forum in Beijing China in September 2014. Launched in

2011, the conference aims to encourage original research and exchange of ideas among undergraduate students throughout China and around the globe. The conference welcomes papers that fall within the following six broad categories: English Literature, Language Studies, Translation Studies, Cultural Studies, Inter-cultural Communication, and International Relations. TFLI intern Omega Tennant, student at Vanderbilt University, presented "**LANGUAGE EDUCATION AND SOCIAL COHESION: An Analysis of the Tennessee Foreign Language**

**Institute's Role on Social Cohesion.**" The abstract gives indication to the scope and role of TFLI from a unique perspective:



*Abstract: This paper will define the role of language and language education on developing human capital that composes American society and supports the structure of the nation state itself. The paper is divided into three sections: 1) background, 2) an institutional example (the Tennessee Foreign Language Institute (TFLI)), and 3) nation building. The first will provide the definition of education and the specific type of education to be discussed in the paper in relation to social cohesion. The second section will provide an analysis of TFLI and its social context; and the third section looks at the role of education in terms of nation building. The role of language on society is often underestimated. In sum, this paper seeks to emphasize the importance of language in society.*

Copies of the paper are available upon request.

## TFLI 30<sup>TH</sup> ANNIVERSARY PROPOSAL

*Aaron Lovett, Curriculum & Instruction Coordinator*

### **Celebrating 30 years of Service to Tennesseans: Language Matters**

The year 2016 marks the 30<sup>th</sup> anniversary of the Tennessee Foreign Language Institute. This presents a unique opportunity to attract attention to the valuable role of TFLI in serving the public sector, academic and business communities, and private citizens of Tennessee. There will be opportunities throughout the year 2016 to highlight our 30<sup>th</sup> anniversary, but we would like to plan a special anniversary event. We wish to invite the community to celebrate our successes and learn about the ever-increasing need for the Tennessee Foreign Language Institute.

**Concept:** An educational event featuring high-impact presentations on the value of language services. Participants leave with an increased appreciation for the unique value of the high-quality services offered by TFLI and our role in “creating a dialog” for Tennesseans.

**Audience:** A public event, with special invitations for friends of TFLI, including current and prospective clients.

**Theme:** “Language Matters” means both that language plays a vital role in the health and welfare of everyone and that there are a great deal of topics to consider when approaching the diverse cultural and linguistic landscape of the population of TN. Presentations will address:

- Specific challenges faced by a multilingual population
- The role of educators, interpreters, and translators
- Past and current TFLI successes, such as flood interpreters, teacher training, community engagement
- Trends in foreign language education and services
- Issues of technology in translating and interpreting
- TFLI teaching methodology – what makes us different

## FISCAL STATUS UPDATE

Marlan Crawford, TFLI Financial Director

### Tennessee Foreign Language Institute Financials as of November 2014 (unaudited)

	November 2014 YTD	FY 2015 Budget		November 2013 YTD
<b>Revenues:</b>				
Investment Income	\$ 35	155	22.6%	\$ 1
Fees	820,379	1,750,000	46.9%	579,508
State Appropriations	163,700	410,300	39.9%	278,400
Grants	46,883	85,000	55.2%	58,365
<b>Total Revenues</b>	<b>\$ 1,030,997</b>	<b>2,245,455</b>	<b>45.9%</b>	<b>\$ 916,274</b>
<b>Expenditures:</b>				
Salaries	\$ 412,123	932,000	44.2%	\$ 387,292
Benefits	99,138	270,000	36.7%	113,024
Travel & Professional Development	3,487	3,200	109.0%	1,564
Printing	794	6,000	13.2%	2,816
Communication	4,244	10,000	42.4%	4,147
Consulting	306,965	602,000	51.0%	196,382
Advertising	2,611	8,000	32.6%	6,994
Dues & Subscriptions	2,122	3,200	66.3%	1,498
Bank Fees	6,917	25,000	27.7%	5,813
Supplies & Equipment	18,002	45,000	40.0%	13,198
Operating Leases	68,268	155,000	44.0%	58,562
Rentals & Insurance	6,506	6,200	104.9%	4,115
Motor Vehicles	2,113	6,700	31.5%	3,087
<b>Total Expenditures</b>	<b>\$ 933,291</b>	<b>2,072,300</b>	<b>45.0%</b>	<b>\$ 798,492</b>
<b>Net Revenues over Expenditures</b>	<b>\$ 97,706</b>	<b>173,155</b>	<b>56.4%</b>	<b>\$ 117,782</b>
<b>Total Cash</b>	<b>\$ 158,001</b>			<b>\$ 152,612</b>
<b>Account Receivables Outstanding</b>	<b>\$ 213,991</b>			<b>\$ 120,841</b>
<b>Account Payables Outstanding</b>	<b>1,231</b>			

#### Highlights

- 76% of all receivables are either current or 30 days old.
- One vendor (Amerigroup Community Care) holds 31% of the outstanding receivables.
- 85% of the outstanding receivables are made up of 26 different vendors, all owing at least \$1,000

## PROGRAM REPORTS

### *Our Vision*

*"A world community enriched by linguistic and cultural diversity,  
unhindered in its efforts to create meaningful dialogues."*

The Tennessee Foreign Language Institute (TFLI) is dedicated to responsive public service. We strive to facilitate intercultural communication through the provision of quality **language instruction, translation and interpretation services, professional development for interpreters, translators and language instructors, and cultural awareness programs**, which are designed to meet the needs of the state government and its employees, the business community, foreign language educators, and the public at large.



## ENGLISH AS A SECOND LANGUAGE / TESL

January 2014 – December 2014

### STAFF

- Angela Harris, Director of ESL/TESL
- Kate Fernandez, ESL/TESL Assistant Director (part-time)
- Aaron Lovett, Lead Instructor, TESL Certificate Course (part-time)
- Leah Hashinger, ESL To Go Program Director
- Erin Keafer, ESL to Go Curriculum Coordinator

### I. ESL DEPARTMENT REGISTRATIONS 2014

- Total ESL placement tests proctored = 237
- Total registrations for group classes = 414
- Total registrations for custom classes = 12 (453 hours)
- Total registrations for TESL = 43
- New corporate clients, organization, schools: Belmont University, Omni Hotel (pending) STEM Preparatory Academy (pending)

### II. TESL CERTIFICATE COURSE 2014

- TESL Courses in 2014: Spring Group #39 (19/19 graduates), Summer Intensive Group #40 (10/10 graduates), Fall Group #41 (13/13 graduates)
- TESL Info Sessions: May 2 (19 guests), July 18 (16 guests), December 12 (10 Guests)
- TESL Courses scheduled in 2015: Spring Group #42, Summer Intensive Group #43, Fall Group #44
- New community partners: Harding Place YMCA, Read-to-Succeed, Legacy Mission Village, Bethel World Outreach



### III. TAXI PRO 2014

- 261 Taxi Pro English proficiency placement tests
- 12 Taxi Pro sessions. 220/228 individuals graduated from the course
- Because of the long wait list, in 2015 we will hold 15 Taxi Pro sessions
- All Taxi Pro classes now meet at the Randee Rogers Training Center/MDHA Building on Rosa Parks Blvd

### VI. ESL To Go 2014

Total students served: 284

#### ESL To Go GRANTS & AWARDS in 2014

- Dollar General: \$14,040
- Memorial Foundation: \$20,000
- Frist Foundation Salute to Excellence \$25,000 discretionary. September 23, 2014, Center for Non-Profit Management, TFLI and ESL to Go awarded \$25,000 in the *Innovation in Action* category.
- Tennessee Office for Refugees, Targeted Assistance Grant, October 2013-September 2014, \$72,914.76
- Tennessee Office for Refugees, Targeted Assistance Grant, November 2014-September 2015, \$73,062.24
- Tennessee Office for Refugees, English Language Training, November 2014-September 2015, \$82,615.37

#### ESL To Go PUBLICATIONS in 2014

- Video, April 8, 2014, Nashville Public Television, [Next Door Neighbors – ESL to Go](#)
- Article, October 10, 2014, Andrews Institute for Civic Leadership, [Andrews Institute student wins top nonprofit award](#), 2014, Nashville
- [Press Release](#), September 23, 2014



**ESL to Go SPECIAL INTEREST FRIDAYS AND COMMUNITY PARTNERS**

- Picture Change: Redefining Refugee
- Nashville International Center for Empowerment conducted health screenings the truck at two ESL to Go sites
- MNPS and Metro Action Commission conducted workshops at Head Start Centers and Edmondson Manor to talk about school readiness
- Tusculum Family Resource Center and Metro Nashville Public School parent outreach coordinators
- Summer health workshops at Edmondson Manor, including dental health, clinic information session, and nutrition workshops (Vanderbilt/Peabody; Interfaith Dental Clinic; Vanderbilt Dietetic interns)
- Yoga classes at St. Thomas South Clinic
- USCIS Workshop at TFLI
- Computer skills and library workshops with MNPS and Nashville Public Library

**REDEFINING REFUGEE**

June 7, 6-9 PM



**IMPACT HUB** An Exhibit of Photos and Stories  
Impact Hub in Houston Station: 434 Houston St. Nashville, TN

on

**ESL to Go FIELD TRIPS & OTHER APPEARANCES**

- Frist Center for the Visual Arts
- Cheekwood Botanical Gardens and Museum
- Shelby Bottoms and Percy Warner Nature Centers
- Nashville main and community libraries
- Nashville Zoo
- Nashville Farmer’s Market
- Percy Priest Lake
- Curb Record Studio



- Special guests at Grantmakers Concerned with Immigrants and Refugees
- Special guests at Celebrate Nashville



# FOREIGN LANGUAGE DEPARTMENT

January 2014 – November 2014

## Foreign Language Department Staff

Karolina Prasad, Director

Bobby Hopkins, Assistant Director

Maya Campbell, Spanish Instructor and Children’s Program Coordinator

**Karolina Prasad** started as the department director in July 2014. She took the TESL course at TFLI during the fall session. She is focusing on improving quality and streamlining processes related to group, children and custom classes, as well as identifying new potential clients.

**Maya Campbell** has continued to be a fantastic administrator for our Children’s Language Program and a Spanish teacher. She is currently overseeing a 30-week Spanish enrichment program at Smithson Craighead charter school, in which 70 children in 7 groups learn Spanish for 1.5 hours every week. Additionally, two groups of kids’ Spanish classes are continuing for a third year at Montessori Academy.

**Bobby Hopkins** as the Assistant director handles most of the administrative process in the department, particularly focusing on custom classes, tests, teaching materials purchases and the registration process.

## Foreign Language Students Served

From January 1 2014 to December 1 2014

### **Group Class Total Enrollment: 679**

- Spring: 248, 36 classes
- Summer: 209, 31 classes
- Fall: 222, 33 classes

### **TN State Employee Enrollment: 200**

- Spring: 74
- Summer: 66
- Fall: 60

### **Children’s Class Total Enrollment: 111**

- Spring: Montessori Academy: 18
- Homeschooled children group: 6
- Fall: Smithson Craighead: 70
- Montessori Academy 17

### **Total Language Proficiency Tests: 6**

- Arabic
- Hebrew
- Nepali
- Norwegian
- Russian
- Spanish

**Custom Class Total Enrollment: 74; 1405 hours of instruction**

- Arabic: 6
- Chinese: 7
- French: 10
- German: 5
- Haitian Creole: 2
- Italian: 6
- Japanese: 8
- Korean: 2
- Portuguese: 5
- Romanian: 1
- Russian: 3
- Spanish: 17
- Swedish: 1
- Tagalog: 1
- Vietnamese: 1

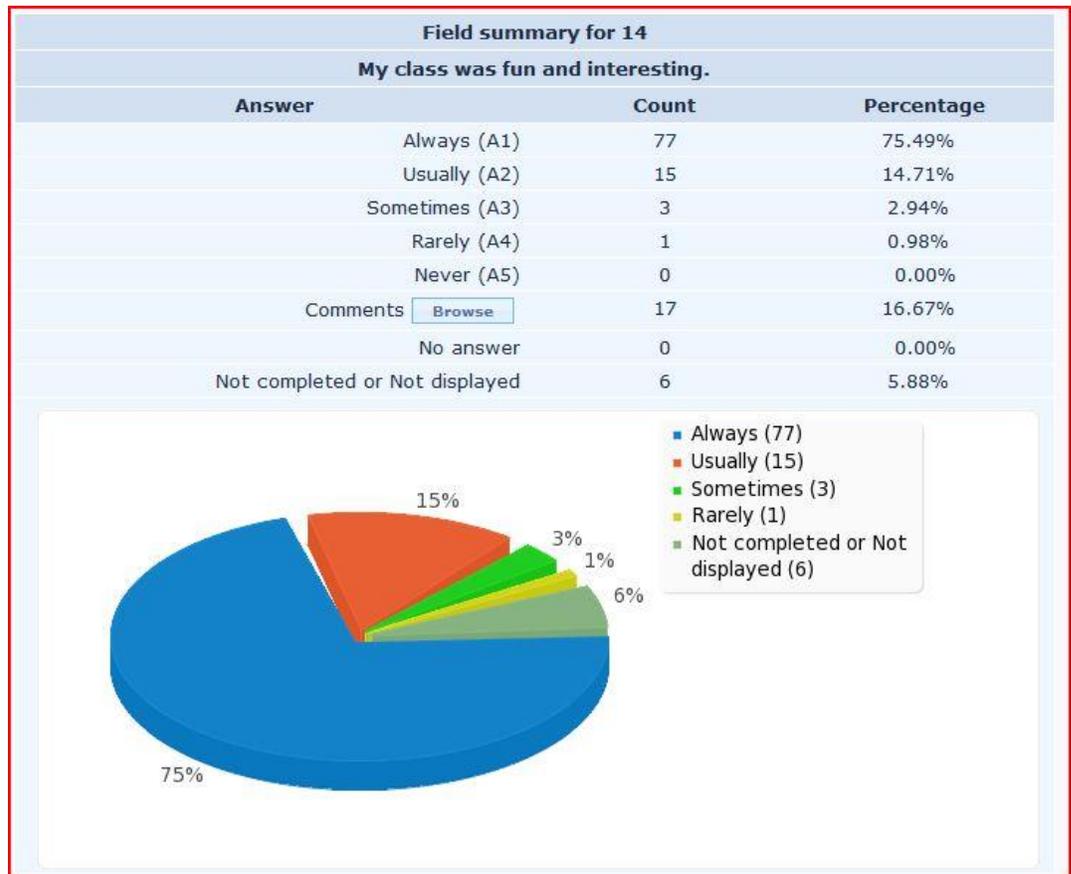
**Business custom classes:**

- Schneider Electric (Spanish)
- Eco-Energy (Portuguese)

**Quality control and quality improvement**

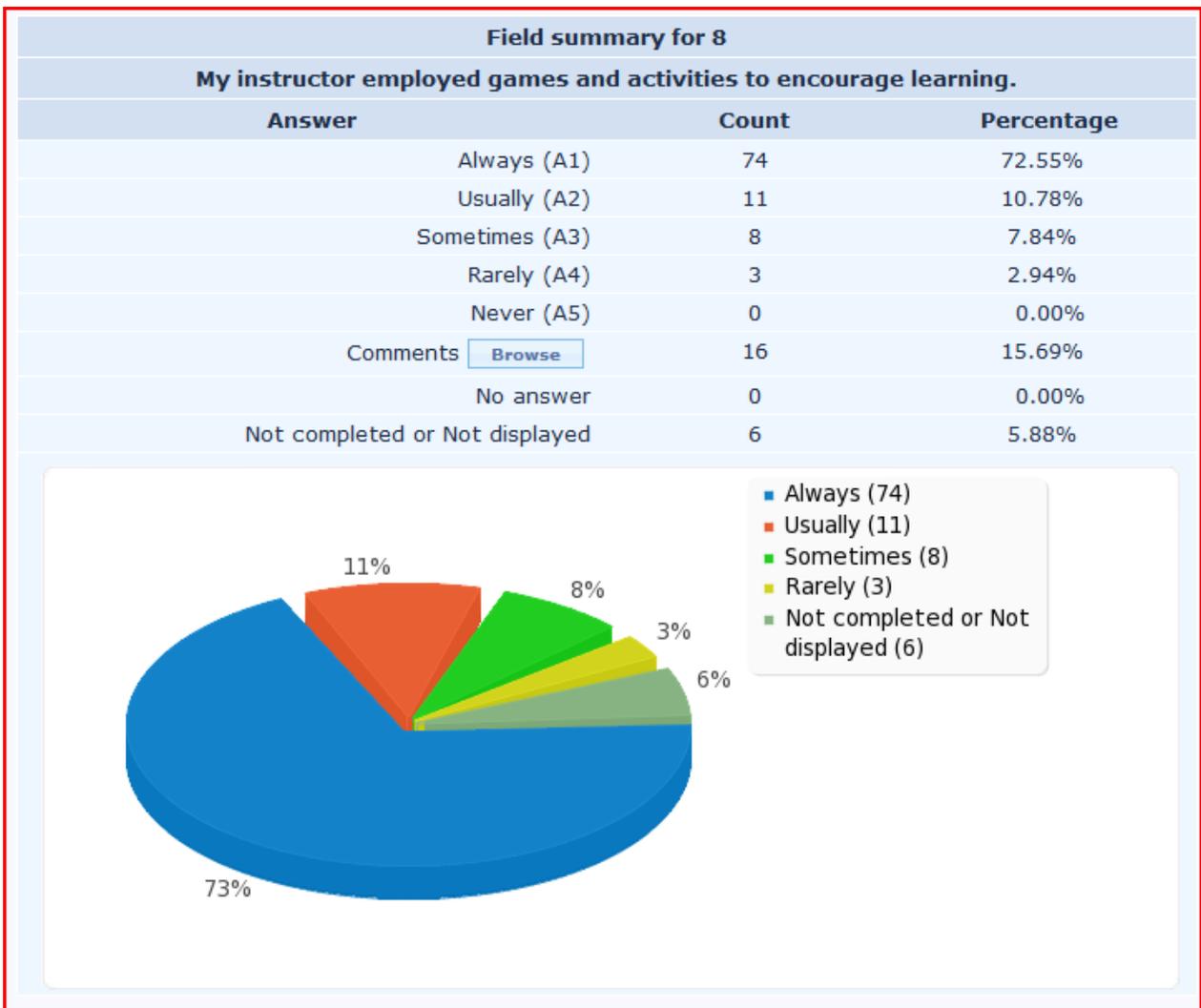
In 2014, the department started to survey the group classes students' experience via online surveys (previous surveys were paper-based), as part of our quality improvement efforts.

Responses<sup>1</sup> showed that the methodology and approach we use in our classes result in an overall great perception of the learning process among our students. 75% of students said that classes were always fun and interesting, and a further 15% said they were usually so.



<sup>1</sup> These results are based on the summer term survey, taken by the total of 96 students. The fall term survey was sent out on November 20 and will be active until January 17.

As communicative, active and student-centered activities are the back-bone of effective learning, we also aim at training teachers in using those types of classroom activities, and monitor whether teachers deploy them. As the survey shows, we mostly succeed in this area too, but there is more work to be done. Games and activities are always used in classes according to 72% of students, and another 11% said they were usually part of their lessons.



Next to surveying the students’ experience, we have also started administering progress tests to students towards the end of the term. In fall 2014, this is being done in 6 classes as a pilot program, and it will be rolled out to all classes in the spring 2015.

We have also started to work on curricula for all group classes in order to make students experience more consistent and structured between languages and levels. Part of this project is an online repository of teacher’s resources, which teachers use to share teaching materials and ideas. Omega Tennant, our fall 2014 intern from the HOD Department at Vanderbilt, created the repository, prepared the guidelines for users and is training teachers to use it.

## Groups administration

 Search

Selected groups actions:

Showing: 11 groups

	Group name ▾	Description ↕	Members ↕	Files ↕	Created by ↕	Added on ↕	Actions
	Arabic	Resource center for teachers of Arabic.	0	2	Support	21/08/2014	<a href="#">Manage files</a> <a href="#">Edit</a>
	Chinese	Resource center for teachers of Chinese	0	3	Support	26/08/2014	<a href="#">Manage files</a> <a href="#">Edit</a>
	French	Resource center for teachers of French	0	2	Support	26/08/2014	<a href="#">Manage files</a> <a href="#">Edit</a>
	General	Resource center for all teachers.	9	3	omegat	29/10/2014	<a href="#">Manage files</a> <a href="#">Edit</a>
	German	Resource center for teachers of German	1	2	Support	26/08/2014	<a href="#">Manage files</a> <a href="#">Edit</a>
	Italian	Resource center for teachers of Italian	0	2	Support	26/08/2014	<a href="#">Manage files</a> <a href="#">Edit</a>
	Japanese	Materials for Japanese	1	38	karolinap	10/10/2014	<a href="#">Manage files</a> <a href="#">Edit</a>
	Portuguese	Resource center for teachers of Portuguese	0	2	Support	26/08/2014	<a href="#">Manage files</a> <a href="#">Edit</a>
	Russian	Resource center for teachers of Russian	0	2	Support	26/08/2014	<a href="#">Manage files</a> <a href="#">Edit</a>
	Spanish	Resource center for teachers of Spanish.	6	34	Support	21/08/2014	<a href="#">Manage files</a> <a href="#">Edit</a>

## INTERPRETATION AND TRANSLATION SERVICES

January 1, 2014 – December 15, 2014

### **Staff**

Jonathan Beam, Translation Project Manager [0.7 FTE]

Brenda Bess, Senior Interpretation Coordinator [0.6 FTE]

Cesar Muedas, Department Director (since 05/01/2014) [1.0 FTE]

Maegan Phan, Interpretation Coordinator [1.0 FTE]

Sara Schott, Client Service and Project Coordinator [1.0 FTE]

Maria Simpson, Translator/Editor/Reviewer [0.1 FTE]

### **Review, Updates, and Key Indicators**

- ◆ In January of 2014 the then Director of the Interpretation and Translation Services (ITS) Department went on maternity leave. A couple of months later, she communicated her decision to resign to her position and conclude employment with TFLI.
- ◆ In February of 2014, Maria Simpson (full time employee of TFLI) expanded the scope of her responsibilities to include project-related work in support of translations, editing and reviews (English into Spanish and Spanish into English).
- ◆ In April of 2014, the Tennessee Department of Health conducted an audit review of the operations of the ITS Dept. related to work performed for them. The corresponding report was favorable and did not identify any concerns. The existing contract with the Dept. of Health will conclude in June 2018.
- ◆ In May of 2014, Cesar Muedas assumed the role of Department Director, becoming the third person in the last three years leading the operations of the ITS Department.
- ◆ In May of 2014, the Tennessee Department of Human Services conducted an audit review of the operations of the ITS Dept. related to work performed for them. The corresponding report was favorable and did not identify any concerns. The existing contract with the Dept. of Human Services will conclude in June 2015.
- ◆ In June of 2014, Sara Schott was hired as a full time employee with dual responsibilities coordinating projects and client service in the areas of translation and interpretation.
- ◆ In November of 2014, Brenda Bess reduced her number of hours to 60% while retaining the status of her existing position.
- ◆ This calendar year has seen a number of staffing changes at TFLI that directly or indirectly have affected the operations of the ITS Department. Despite challenging periods of adjustment and reorganization, the department has continued to offer quality services and reinforced its responsiveness to inquiries regarding a broad range of professional aspects of translation and interpretation.

The volume of work, represented as total number of assignments per year, continues to show consistent trends for translation and interpretations requests (Figures 1 and 2):

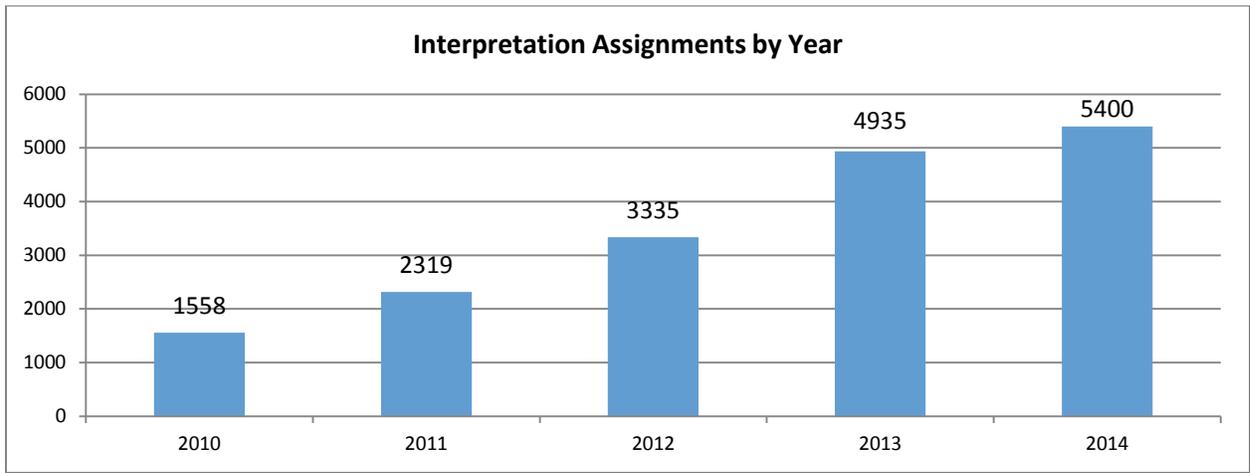


Figure 1

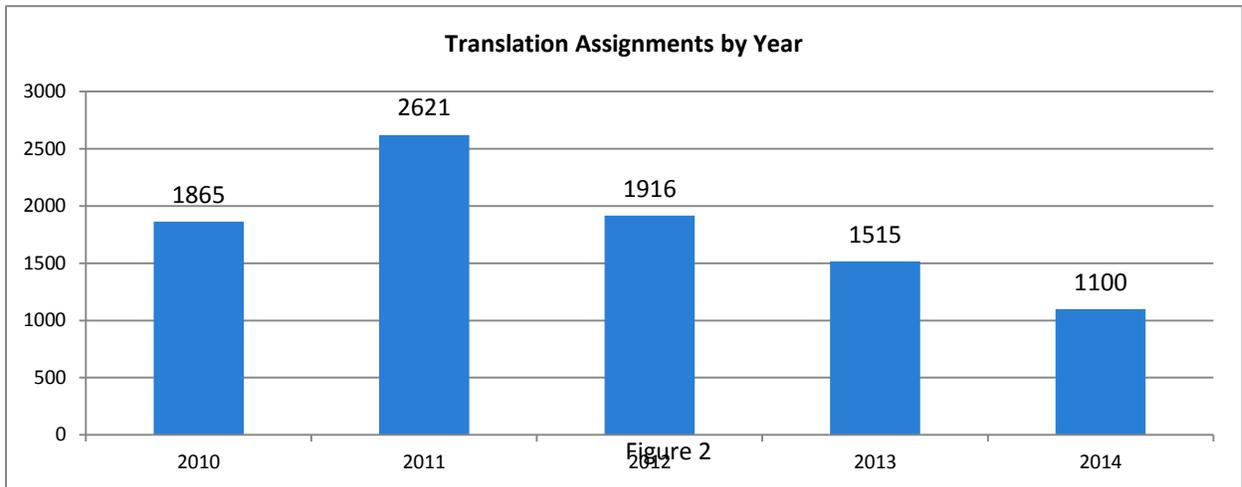


Figure 2

- ◆ Interpretation assignments continue to increase. The rate of growth for this calendar year – which we expect to replicate next year – is 10%.
- ◆ Translation assignments continue to decrease. We plan to stabilize the volume of translations at around 1300 requests next year.

The ITS Department maintains its commitment to high quality in service and work products, taking into account the particular needs and expectations of those clients that significantly impact our revenues. The revenue streams, this year, present similarities in composition of clients for interpretations and translations (Figures 3 and 4):

### Top Interpretation Clients (by Revenue)

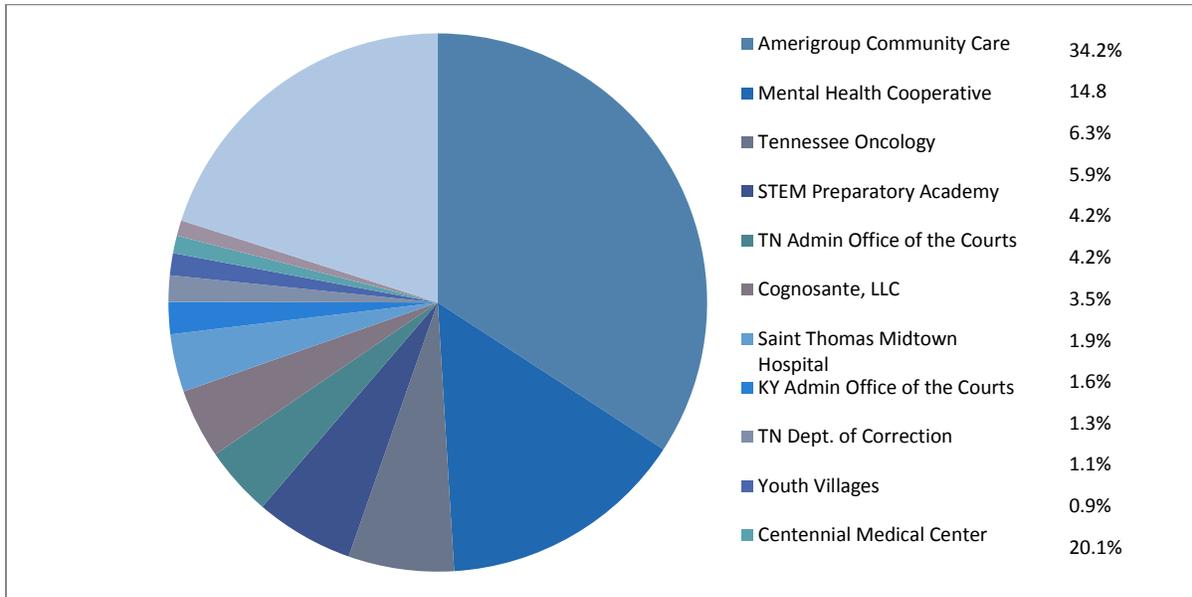


Figure 3

### Top Translation Clients (by Revenue)

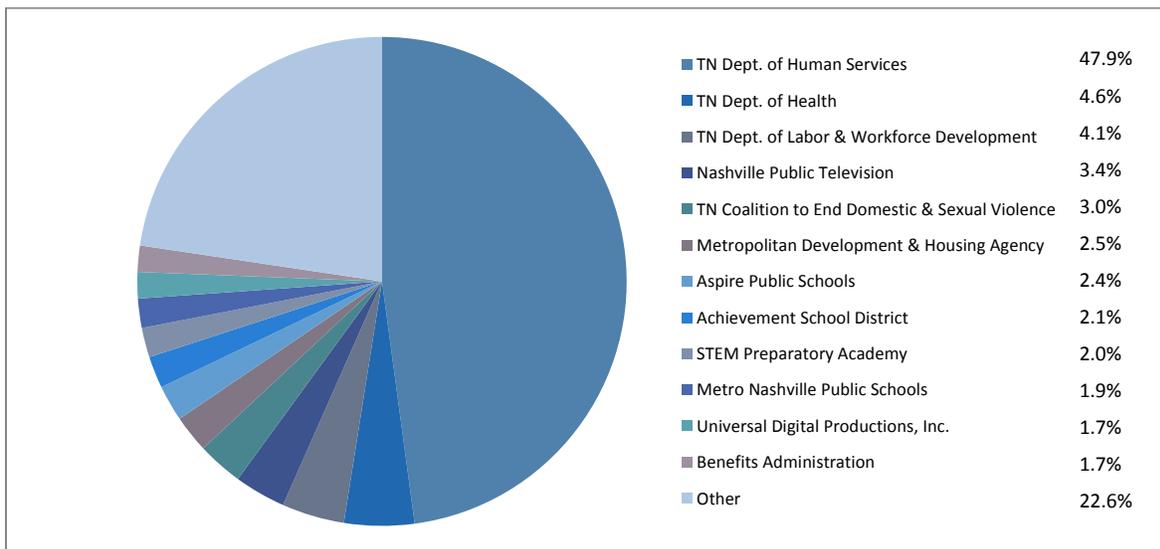


Figure 4

The ITS Department continues to serve a diverse client base that includes state agencies, healthcare providers, schools, courts, non-profit organizations, private corporations and individuals. This array of clients covers every major sector of commerce and society. While most of our clients are located in middle Tennessee and the greater Nashville area, our translation and interpretations services target clients throughout the state.

## **ITS Classes and Professional Development**

TFLI has established a solid relationship with the Tennessee Administrative Office of the Courts (TN AOC). In support of this partnership, the ITS Department continues to offer the Court Interpreter Ethics and Skill Building workshop that is the first requirement in the process to become a registered or certified Court Interpreter in Tennessee. We organized two workshops in 2014, which collectively trained 34 new candidates.

Between May and December, the ITS Department implemented a training program for new interpreters using a \$5,000-grant awarded by the Community Foundation of Middle Tennessee. A development team, consisting of 2 certified interpreters, 2 registered interpreters and the Department Director, adapted the available course materials and delivered a total of 5 training sessions (7 hours each) to a total of 53 participants. These sessions provided learning and instruction in multiple areas related to the practice of Community Interpretation.

## **Tactics and Strategies for 2015**

A top priority for the Department Director in 2014 has been to lead transitions and reorganizations in response to changes in personnel at TFLI and in team composition of the ITS Department, in particular. As we enter the second half of FY 2014-2015, the circumstances of morale, department structure, and revenue streams have reached a favorable balance in the department. In 2015, the ITS team will dedicate its efforts to sustainable growth commensurate with our resources and mission. Establishing open and timely communications, internal to the department and in partnership with the institute as a whole, we will work on tactical measures to be implemented in the short term and on strategic decisions aimed at strengthening ITS as a revenue center attuned to the demands and challenges of translation and interpretation services in the years to come.

- ◆ The current FTE total of 4.4 for the department will be increased to 5.0 in the next quarter. Planning in support of steady, conservative growth will project reaching a total FTE of 6.0-6.3 in about 18 to 24 months.
- ◆ Multiple avenues of communication will be developed with those clients that account for the most impactful shares of revenue for the department. Strategies to maintain healthy relationships with all of them are a key priority.
- ◆ Signs and evidence of growth for interpretation work will direct our allocation of resources to secure a responsive and pro-active system for intake of inquiries and requests.
- ◆ Translation work will focus on stabilizing and ending a declining trend and will aim at maximizing concrete opportunities with a select list of state agencies, schools and healthcare providers.
- ◆ A concerted effort to direct tactics and strategies toward healthy revenue streams and sustainable growth will not be in conflict with the overarching mission of TFLI: Consistently with the institute's lauded track record of responsiveness, outreach, and emphasis on bridging linguistic and cultural gaps, the ITS Department will allocate resources, rearrange priorities, and use all means at its disposal to uphold the reputation of TFLI.

## ADDITIONAL ITEMS / NOTES

# APPENDIX

## A. TFLI GOVERNING BOARD RULES OF PROCEDURE

### RULES OF PROCEDURE OF THE

#### Tennessee Foreign Language Institute Board

To carry out the purposes set forth in the Act which creates it (being Chapter 801 of the Public Laws of Tennessee of 1986, T.C.A. 49-50-1301 et. seq., hereinafter called the "Act"), the Tennessee Foreign Language Institute Board hereby adopts the following rules of Procedure:

#### I

##### NAME

The name of the board shall be the Tennessee Foreign Language Institute Board (hereinafter called "Board").

#### II

##### PURPOSES AND DUTIES

It shall be the duty of the Board to guide the TENNESSEE FOREIGN LANGUAGE INSTITUTE (hereinafter referred to as "Institute"), created by the Tennessee General Assembly to coordinate and provide foreign language skills needed by state government for purposes of industrial recruitment, tourist development, or any other state purpose, conduct original research into the most effective methods of foreign language instruction and disseminate such knowledge, improve the language skills and teaching methods of foreign language instructors at all levels in the schools, colleges, and universities of Tennessee, and coordinate and provide foreign language instruction to the citizens of Tennessee.

The Board shall in addition undertake such specific duties as may be directed by resolution of the General Assembly or as may be requested by the Governor.

The Board shall be permitted to assist and advise the treasurer in the acquisition of funds for the Tennessee Foreign Language Institute Endowment Fund.

The specific powers and duties of the Board shall be as outlined in the Act and its amendments.

#### III

##### MEMBERS

The Board shall consist of nine (9) members consisting of the Commissioner of Economic and Community Development or his designee; the Commissioner of Tourist Development or his designee; the Chancellor of the State University and Community College System or his designee; the president of the University of Tennessee or his designee; three persons who shall be appointed by the governor; the Executive Director of the Tennessee Higher Education Commission; and the commissioner of Education. Membership for those individuals appointed by the governor shall be for a three (3) year term. However, in the case of the first set of named appointees, their terms shall expire on June 30, 1989.

Any Board Vacancy shall be filled by appointment of the governor. Vacancies except for expiration of term shall be filled for the unexpired term only. Member shall receive no compensation for their services.

#### IV

##### OFFICERS

The Board officers shall consist of a chairman, a vice-chairman, and a secretary/treasurer, each elected by Board members from among their own number. Officers shall be elected at the summer Board meeting, and the term of office of all officers shall be one (1) year or until their successors are elected, and their duties shall be those ordinarily performed by such officers.

No member shall serve as chairman in excess of three successive one-year terms.

#### V

##### EXECUTIVE COMMITTEE

The Executive committee of the Board shall consist of its officers. The Executive Committee shall have such powers as given through action of the Board.

#### VI

##### EXECUTIVE DIRECTOR AND STAFF

The Board is empowered to employ an executive director, define his/her duties, and, within budgetary limitations, fix the compensation. The executive director shall serve at the pleasure of the Board members and be a nationally recognized scholar of foreign language and foreign language instruction, and have such educational preparation and experience as will qualify the executive director, in the members' judgment, to administer the Institute. Within budgetary limitations and subject to the approval of the commissioner of personnel, the Board is empowered to employ such other professional and staff employees as may be appropriate for the efficient discharge of its duties. The executive director and other staff members may attend the Board meetings, unless excluded upon motion.

#### VII

##### MEETINGS

The Board shall hold regular meetings at least two times each year. It shall also meet at the call of the chairman, or the secretary, if said secretary receives the request in writing of at least three (3) members of the Board to call such meeting, on at least three (3) days' written notice setting forth the time, place, and purpose of the meeting. Agenda for each regular meeting of the Board will be prepared by the executive director with the approval of the chairman setting forth, in outline, each matter of business to be conducted at the meeting. Such agenda shall be mailed to the members at least five (5) days before each meeting. Matters not on the agenda can be considered at the meeting only by a vote of (5) members. Any meeting at which a quorum is not present may be adjourned from time to time until a quorum is present. Members shall be entitled to reimbursement for expenses incurred in attending meetings of the Board or its committees, in conformity with regulations governing travel expenses of state officials.

#### VIII

## MINUTES

Minutes shall be kept of all meetings of the Board by or under the direction of the secretary, who will mail copies of the minutes of each meeting to all members promptly after such meeting is held, and shall be read (unless such reading is waived on motion) and approved at the next succeeding meeting as the first order of business.

## IX

### QUORUM

A quorum of the Board shall consist of (5) members. All action shall be by vote of a majority of the members present and voting at a meeting at which a quorum is present. No proxies or mail or other absentee voting shall be permitted.

## X

### COMMITTEES

Committees of the Board may be appointed by the chairman from among its members with the concurrence of the Board members. Such committees shall make recommendations, but shall have no power to act upon the behalf of the Board.

## XI

### AMENDMENTS

These rules of procedure may be amended by motion made at any meeting of the Board at which a quorum is present and acted upon at the next succeeding meeting at which a quorum is present not less than ten days thereafter; provided, however, that proposals in writing submitted to all members at least five (5) day before a regular meeting may be acted upon at that regular meeting.

## B. "INNOVATION IN ACTION" AWARD PRESS RELEASE



### **PRESS RELEASE September 24, 2014**

NASHVILLE, Tenn. -- The Tennessee Foreign Language Institute and its ESL to Go program were honored to join 1100 guests and 35 of Nashville's non-profit organizations in the Center for Non-Profit Management's Salute to Excellence Awards Ceremony on September 23, 2014, at the Renaissance Hotel. The ceremony featured 12 awards and \$210,000 in prize money for this year's finalists. ESL to Go won first place with a \$25,000 prize in the Frist Foundation's Innovation in Action category. Accepting the award were the program's co-creators, Leah Hashinger, ESL to Go's Program Manager, and Angela Harris, Director of ESL/TESL at TFLI. Hashinger remarked, "I want to thank Nashville for being a city that not only welcomes but celebrates refugees."

Responding to the repeated identification of transportation as the number one barrier for refugees and immigrants in accessing English classes, ESL to Go offers a unique model of service delivery and access. The classroom-on-wheels (a truck outfitted as a classroom) brings English as a second language classes to refugees and immigrants in Davidson County. The program also offers instruction in more traditional settings.

ESL to Go has served 185 students on the ESL to Go truck and about 330 students in total since the program's launch in 2012. Its advantages over traditional programs lie in its mobility, visibility and versatility. The program partners with Nashville's three refugee resettlement agencies and a number of other organizations in the community to provide English classes, health and nutrition screenings, and workshops and financial literacy classes. ESL to Go's approach of delivering classes to students in neighborhoods where they live has proven highly effective, and the truck has made a significant difference. The program operated for a year before the truck was delivered, and attendance rates increased from 77% to 87% after the truck's delivery.

The Innovation in Action prize will support the continuation of the ESL to Go program.

[CNM 2014 – Tennessee Foreign Language Institute – ESL To Go Video](#)