



National Language Service Corps

Language for the good of all

A background image showing three people in a professional setting. A woman with red-rimmed glasses is in the center, looking intently. To her left is a man with dark hair, and to her right is an older woman with short grey hair. They appear to be in a meeting or discussion.

CITIZEN LANGUAGE, REGIONAL EXPERTISE, AND CULTURE (LREC) VOLUNTEERS AS AN ELEMENT OF NATIONAL POWER

ANALYSIS OF NATIONAL LANGUAGE SERVICE CORPS MEMBERS

MARCH 2021

Defense Language & National Security Education Office (DLNSEO)



AGENDA

- Main Points
- Introducing the Case Study
- Overview of Data Set
- Findings from Data
- Recommendations for Future





MAIN ARGUMENTS

- Civilians with language skills gained outside the USG domain are critical to national power
 - Dramatically extending US capabilities: both WRT reach and richness
- Civilians regularly volunteer time to perform language service
- **Civilian language, regional expertise, and culture (LREC) volunteers (CLVs)** = a demographic divergent from the customary DoD/USG populations
- CLVs are overwhelmingly **immigrant** and **heritage** speakers of foreign languages
 - Demonstrating irreplaceably high levels of language skills across language employment modalities
- Key Success Factors
 - Calibrate mission context and profile with background and experiences of CLVs
 - Observe best LREC skill employment practices / tactics/techniques/procedures
 - Ensure excess capacity
 - Provide ample sustainment, enhancement, habituation opportunities
= incentives to volunteer

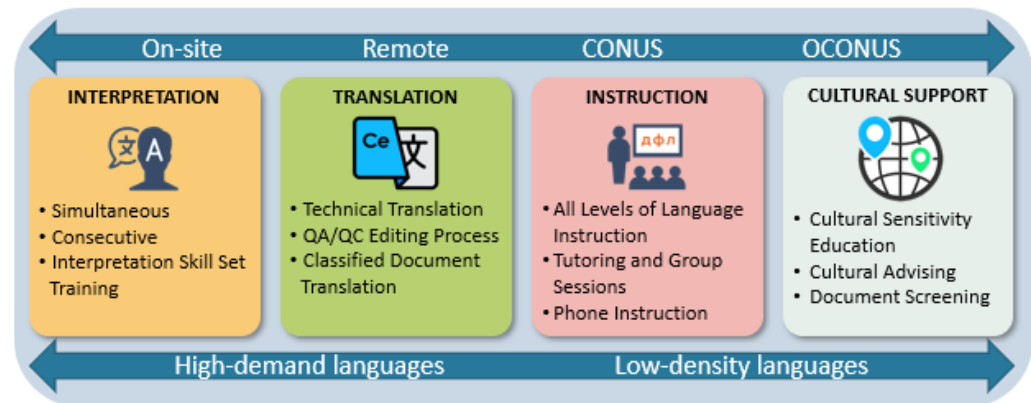


THE CASE STUDY SUBJECT: THE NATIONAL LANGUAGE SERVICE CORPS (NLSC)



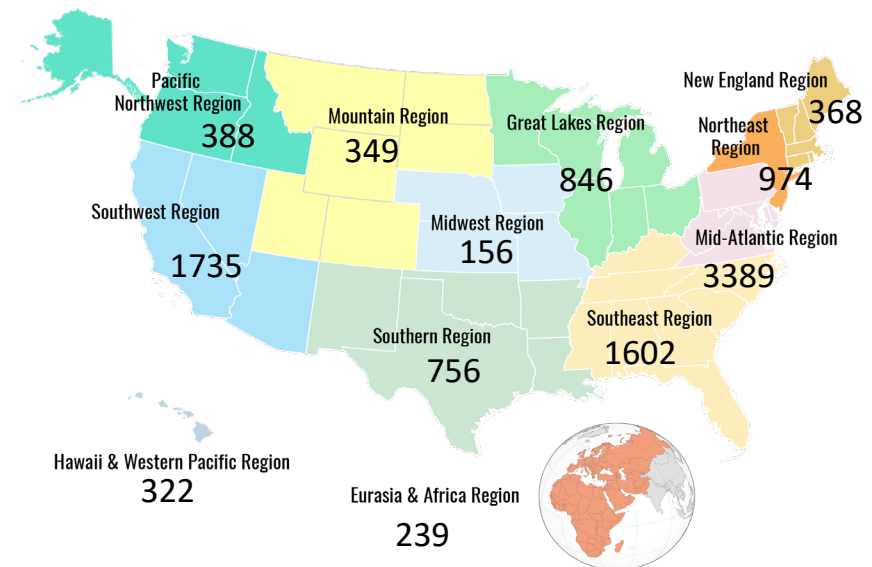
What is NLSC

- Administered by DLNSEO on behalf of OUSD P&R
- Authorized by FY 13 NDAA; Title 50 USC Ch 37; 32 CFR 251; DoDI1110.02



Who Comprises NLSC

- All-volunteer group of US citizen language professionals (ILR 3 ↑)
- 11,000+ globally-distributed members; 1,263 are federalized; 551 languages
- Can serve all Federal agencies, CONUS/OCONUS



TWO-COMPONENT CASE STUDY DATA SET

AGGREGATE-QUANTITATIVE & SMALL SET QUALITATIVE



- **Aggregate Quantitative**

- Multi-Year
 - Recruitment Trends
 - Mission Load
 - Activation Metrics
- FY19 to FY21
 - Mission Profiles
 - USG Partners



NLSC Member Alaa Abdelazim

- **Small Set Qualitative**

- 100 FY19/20/21 Mission Participants
- Telework / CONUS / OCONUS
- EUCOM / PACOM / AFRICOM / CENTCOM / SOUTHCOM
 - Arabic, Bengali, Chinese, Croatian
 - Dari, French, German, Hindi, Indonesian
 - Italian, Japanese, Kazakh, Khmer, Korean
 - Luganda, Norwegian, Persian, Portuguese, Punjabi
 - Romanian, Russian, Spanish, Swahili, Tagalog, Vietnamese
- **Multiple Modalities**
 - Interpretation (Simultaneous, consecutive)
 - Translation
 - Instruction
 - Test Development
 - Cultural Support



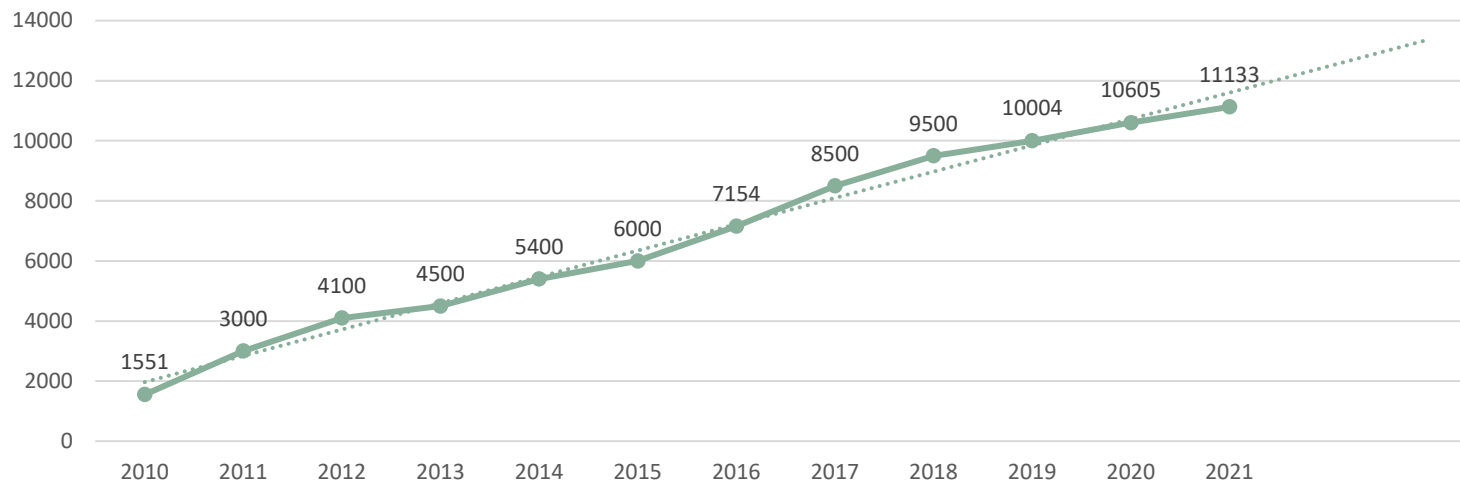
NATIONAL LANGUAGE SERVICE CORPS



AGGREGATE FINDINGS (I)

CADRE GROWTH & MISSION SUPPORT MEASURES

Cumulative Membership



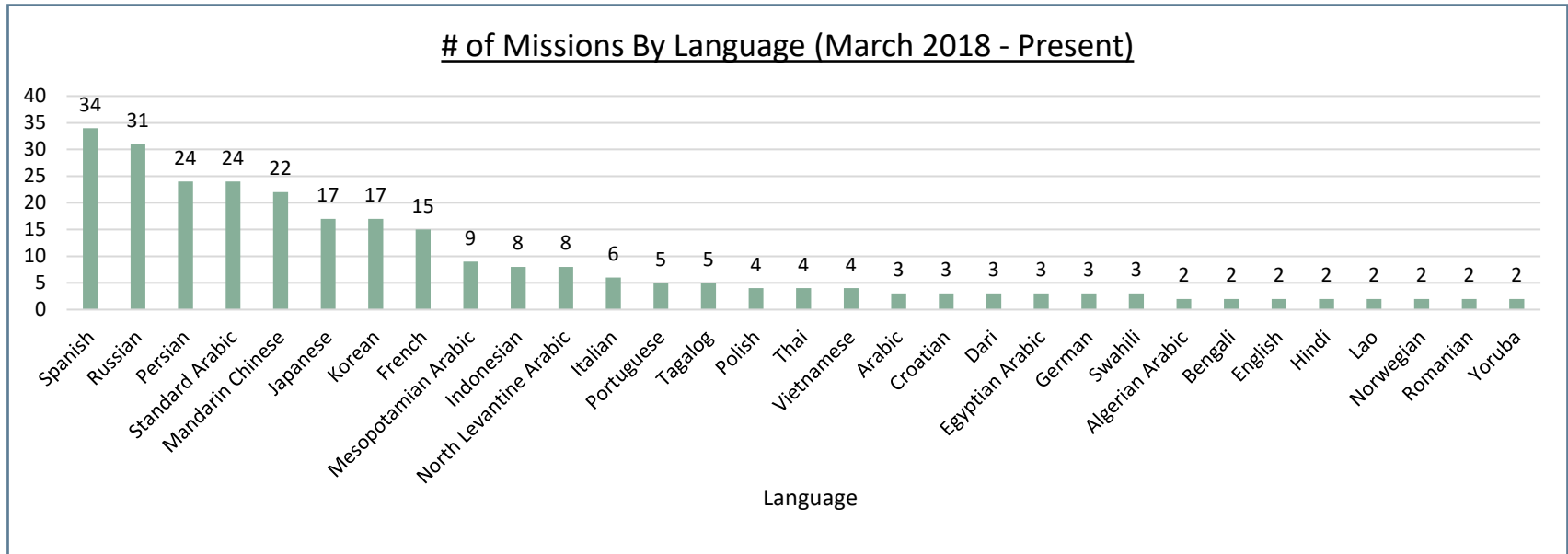
Year	Activations	Missions
March 2020 – March 2021	283	192
March 2019 – March 2020	200	77
March 2018 – March 2019	256	52
March 2017 – March 2018	49	22
2007 – 2017	819	189

Partner Engagement	# Partners Supported	# Partner Agreements
March 2020 – Present	7	41
March 2019 – March 2020	20	30
March 2018 – March 2019	13	23
2007 - 2018	40	



AGGREGATE FINDINGS (II)

MISSION DATA PER FISCAL YEAR

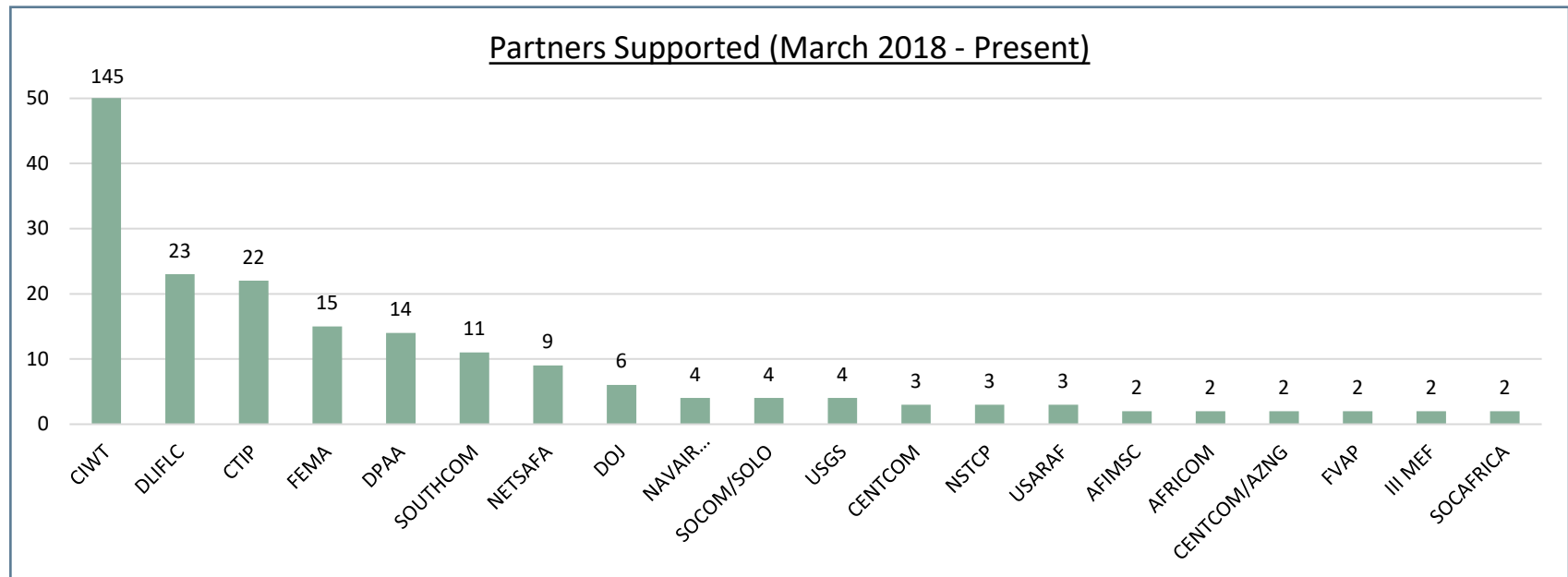


Single Mission Languages:

- Armenian
- Bulgarian
- Central Kurdish
- Central Pashto
- Czech
- Ganda
- Kazakh
- Khmer
- Malay
- Modern Greek
- Nepali
- Panjabi
- Hebrew
- Portuguese
- Ukrainian
- Urdu
- Wolof
- Georgian
- Hadrami Arabic
- Hausa

AGGREGATE FINDINGS (III)

MISSION DATA PER FISCAL YEAR



Single Mission Supported:

- 4th SFAB
- 500 MI BDE
- ATA
- DLA
- DLNSEO
- FBI
- MCoE
- NAVEU-NAVAF
- NSEB
- SPMAGTF
- USARPAC
- USAWC
- USAWC SSI
- USCG



SMALL SET QUALITATIVE FINDINGS (I): CLV DEMOGRAPHY

160+ Missions / 30+ Partners supported from sample

- Total 260 mission in time period
- Total 40 partners in time period

- **High Percentage of Immigrants (Over 80%)**

- 41 Unique native countries
- Half are polyglots

- **Mid 30s and Over**

- 30s: 9%
- 40s: 35%
- 50s: 33%
- 60s: 18%

- **Majority with Graduate Degree**

- 60% educated in target language country
 - 44% with Master's (14 International)
 - 13% with Ph.D. (5 International)

- **Overwhelmingly perform LREC work outside of NLSC**

- Translators, Interpreters, Teachers, Entrepreneurs

What's Missing:

- Military veterans or former USG (only 5%)
- Recipients of DoD/DOE LREC fellowships (Boren, FLAS, etc.)

Largest Group: 40's with MA/MS, Working in LREC outside of NLSC

Second Largest: 50's with BA/BS, Working in LREC outside of NLSC



Homayun Saifi



Sam Kerry



Alaa Abdelazim

SMALL SET QUALITATIVE FINDINGS (II): LREC AND OPERATIONAL CHARACTERISTICS

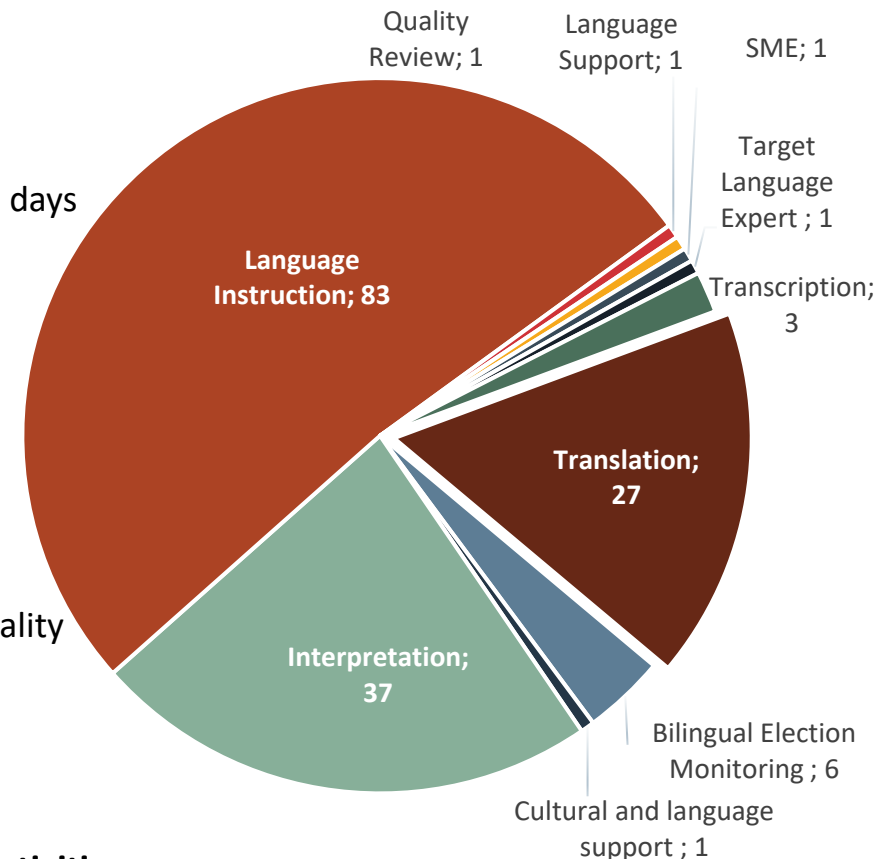


CLVs work in highly diverse mission parameters

- NLSC missions ranged from 21 –192 days; most were 32 days
- Nearly 50% have completed multiple missions
 - Some member's supporting 10+
- Most frequent support was language instruction
 - 83 Language Instruction
 - 37 Interpretation
 - 27 Translation
- NLSC mission tasking frequently evolves into multi-modality
- Majority of work performed telework
- 90+ Missions Covid-related (of 161)
- Majority of work uncleared

CLV work is a meaningful endeavor parallel to paid LREC activities

- Over 80% perform LREC work outside of NLSC
- Significant interpretation/translation experience prior to NLSC work





FINDINGS

Suboptimal mission results are not due to poor or overstated LREC skills.



- **Non-Use of established best practices in leveraging LREC personnel**
- **Gaps in member's technical skills in digital domain**



- **Lack of member familiarity / patience with government activation / deployment mechanisms**



- **Unclearly articulated language mission requirements**
- **Mismatch between mission profile experiences / language and the current mission parameters**



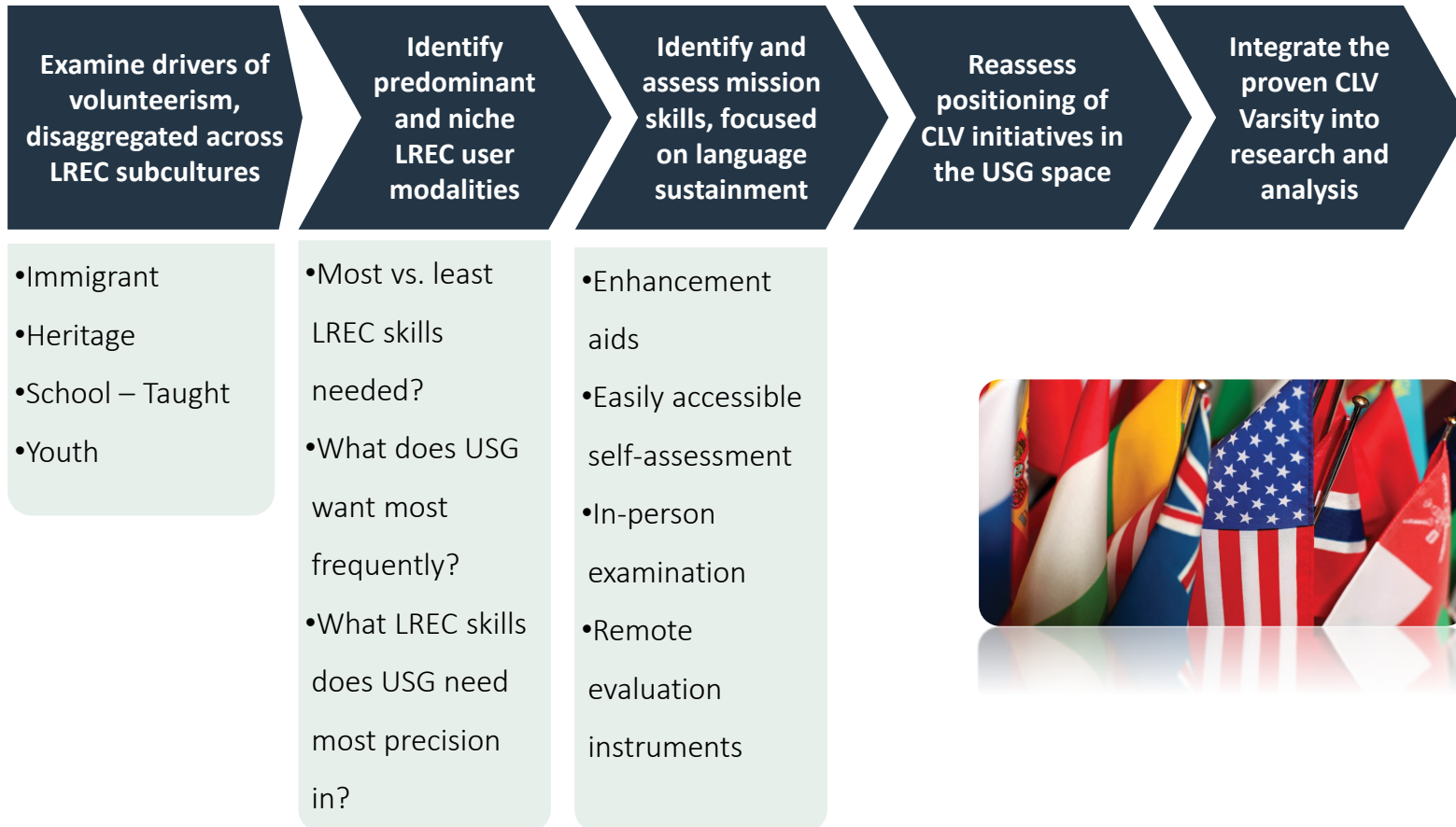


RECOMMENDATIONS (I): POLICY & OPERATIONAL





RECOMMENDATIONS (II): RESEARCH & ANALYTICAL





WHO IS THAT VARSITY?



Lao Linguist Philip Manithap supported the Defense POW/MIA Accounting Agency (DPAA) in 2018. His task was to interpret between DPAA and Laotians to search for the remains of a three-person crew of a downed A-26A aircraft from June 28, 1966.

“Mr. Manithap’s actions provided great diplomatic support; he acted [how] a true ambassador of the U.S. should act: with professionalism, knowledge, demeanor, kindness, and charisma.”

—Team Lead, Expeditionary Support DPAA



Vietnamese Linguist Jimmy Thai supported the U.S. Coast Guard. He interpreted for workshops aboard the USCGC Cutter Morgenthau as the decommissioned vessel was transferred to the Vietnamese in Honolulu, HI.

Mr. Thai’s knowledge of operational terminology proved so extensive that he continued with the ship to VungTau, Vietnam, as a bridge between Vietnamese and USCG personnel.



Japanese Linguist Sherry Brooks interpreted for a 3D Marine Expeditionary Brigade (3D MEB) exercise to plan and execute a computer-simulated territorial-defense scenario, ultimately enhancing the alliance and interoperability between U.S. and Japanese forces.

“[Sherry’s] understanding of the Japanese language and culture allowed training opportunities and education to occur that might not have existed if Sherry was not there...I cannot say enough about her flexibility and understanding of unique inter-military situations and how she navigated the nuances with experience and professionalism.” —Exercise Lead, 3D MEB