



DEPUTY SECRETARY OF DEFENSE

**1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010**

FEB 14 2005



**MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST & EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF
DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION & MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS & EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTOR, FORCE TRANSFORMATION
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES**

SUBJECT: Defense Language Transformation Roadmap

The attached Defense Language Transformation Roadmap is approved. It outlines an important series of steps the Department of Defense must take to ensure that foreign language capability and accompanying regional area expertise are developed and maintained to be employed as strategic assets in the Global War on Terrorism and in future military operations.

Those assigned as principal offices of primary responsibility (OPRs) and those in supporting offices must take action necessary to execute this Roadmap. I am asking Dr. David Chu, Under Secretary (P&R) to oversee the implementation of this plan and provide periodic updates on progress. OPRs will submit to USD (P&R) a milestone plan for accomplishing the Roadmap actions by the identified Fully Operational Capability date. Plans should be submitted by March 30, 2005. Questions may be addressed to Dr. Susan Kelly, 703-697-9505.

This is an important step forward in the transformation of our force to meet the critical challenges of the future.

**Attachment:
As stated**