

MINUTES
Defense Acquisition University
Board of Visitors Meeting
September 11, 2013
Fort Belvoir, Virginia

Welcome. General Tuttle, Chairperson, and Dr. James McMichael, Acting President, DAU, welcomed the Board members, DAU leadership and staff, and guests. The group reflected on the tragic events of 12 years ago, acknowledged the profound loss of American lives, and expressed gratitude for the ongoing hard work and dedication of our military forces since then.

Dr. McMichael made two announcements:

1. DAU has won the *2013 Learning! 100 Award*. DAU placed first in the public sector category and was recognized for possessing an outstanding learning culture, innovation and collaboration that drive performance.

2. The contract for the reconstruction of Building 207 has been funded. Building 207 was lost to fire on August 13, 2012.

DAU Strategic Plan/FY14 Performance Plan. Mr. Joe Johnson, Chief of Staff, provided details about the annual strategic and performance planning process at DAU and solicited the Board's input to the 2014-2016 Strategic Plan. The key to DAU's success since 2000 has been aligning the university's goals and objectives with the President's Management Agenda and the goals of the Secretary of Defense, the Under Secretary of Defense for Acquisition, Technology and Logistics, and the Assistant Secretary of Defense for Acquisition.

The strategic planning process starts each year with an environmental scan. Enterprise-wide teams, which include senior leadership, outline goals and objectives for the coming 3 years. Five goal categories are the foundation for the plan each year: Mission, Infrastructure, Transformation, People, and Customers. The overall outcome to be met in FY14 is to "Improve Acquisition Workforce professionalism in a constrained DoD resource environment."

The Strategic Plan serves as the foundation of the annual Organizational Performance Plan, which, in turn, identifies performance tasks that help define employees' individual objectives and targets for the year. To track progress and ensure goals are met, organizational performance tasks are reviewed at quarterly meetings with the DAU acting President, and at tri-annual Enterprise Performance Review and Analysis meetings.

The Board engaged in an in-depth discussion about some of the strategic goals, particularly

- the impact of budget reductions on Goal 1 – Mission;
- the need for acquisition team training above and beyond individual training;
- the need for government students in industry training and vice versa; and
- an increased focus on international acquisition.

Knowledge Sharing Study. Dr. Chris Hardy, Director, Global Learning and Technology Center, introduced this topic with some background on the inception and evolution of Knowledge Management and Knowledge Sharing at DAU. Mr. John Higbee, Director, Mission Assistance and Knowledge Repository, continued with a discussion about the importance of knowledge being both useful and available at the point of need. These are the tenets of DAU's knowledge sharing and knowledge repository functions.

While the loss of DAU's Acker Library due to a building fire was devastating, DAU exploited the situation to further pursue an electronic repository of knowledge. Just as online retailers generate a user profile by watching one's online activity, then target that user with offers accordingly, DAU will monitor usage on its own Web pages, and tailor *useful knowledge* objects based on what users are looking at and for. Thus, DAU can more efficiently provide sought-after information, *available at the point of need*. This is especially critical to the next generation of acquisition professionals as they replace retiring employees.

After demonstrating the new user-friendly DAU Knowledge Repository Web site, Mr. Higbee solicited Board members' participation in a users' group to contribute knowledge and experience and to evaluate the content and navigation of the site.

Team Training Initiatives. Mr. Higbee explained the growing need for training acquisition professionals in teams. As an experienced generation of practitioners retires, a smaller workforce made up of less experienced workers with greater demands on them is expected to navigate the complex and chaotic Defense acquisition environment. The DoD delivers capabilities in teams, not as individuals. It is critical that we start cultivating team attitudes and practices in order to institutionalize teamwork in the workplace environment.

To date, individuals have received competency-driven training that is technical in nature. However, acquisition is a team activity; team training, facilitated by knowledgeable, experienced practitioners, should include proven teamwork techniques and practical situational awareness techniques. Finally, teams should be evaluated on their ability to deliver successful acquisition outcomes.

Intact team training should be conducted throughout the life of the program and offered prior to milestones and at other types of critical points, e.g., the appointment of a new Program Manager. It should not be confined to MDAPs but offered to every acquisition team.

Action Items:

1. The Board will continue to provide insight on DAU initiatives and programs.
2. The Board Secretary will provide the 2014 meeting schedule to members when it is confirmed.
3. Board members will contact John Higbee regarding participation in a DAU Knowledge Repository Web site users' group.

DECISION:

Approved:



Chairperson, DAU Board of Visitors

Date:

September 30, 2013

ATTENDEES
Defense Acquisition University
Board of Visitors

Meeting Date: September 11, 2013
DAU Headquarters, Fort Belvoir, Virginia

Attending:

Ms. Kelley Berta, Executive Secretary, DAU Board of Visitors
BGen Michael Brogan, USMC (Ret), Senior Vice President, Systems Engineering and Advanced Technology (SEAT), ManTech International Corporation (via audio link)
Dr. Kevin Carman, Dean, DAU West Region
Mr. Bob Daugherty, Director, Acquisition Career Management for the Fourth Estate
Mr. Leo Filipowicz, Director, Operations Group, DAU
Ms. Judy Fleming, Acting Dean, DAU Capital and Northeast Region
Mr. Curt Gray, Senior Vice President, Human Resources, BAE Systems
Dr. Chris Hardy, Director, DAU Global Learning & Technology Center
Mr. John Higbee, Executive Director, DAU Mission Assistance/Knowledge Repository
Mr. Joseph Johnson, Chief of Staff, DAU
Mr. Michael Joyce, Senior Vice President, Operations and Program Management, Lockheed Martin
Mr. Norman Kamikow, President and Editor in Chief, MediaTec Publishing, Inc.
CAPT Ralph Lee, Deputy Director, Learning Capabilities Integration Center
Maj Gen Erwin Lessel III, USAF (Ret), Director, Deloitte Consulting LLP
Mr. Mark Lumb, Dean, DAU South Region
VADM Wally Massenburg, USN (Ret), Senior Director, Mission Assurance Business Execution, Raytheon Integrated Defense Systems
Dr. Jim McMichael, Acting President, DAU
Ms. Deborah Aceto-Milton, Mission Assistance / Knowledge Repository
Mr. Chris Raymond, Vice President, Business Development and Strategy, The Boeing Company
Mr. Tim Shannon, Director, DAU Learning Capabilities Integration Center
Mr. Travis Stewart, Dean, DAU Midwest Region
Dr. Kurt Stonerock, Dean, College of Contract Management
GEN William G.T. Tuttle, USA (Ret), Consultant
RADM Lenn Vincent, USN (Ret), Industry Liaison, National Defense Industrial Association
Mr. Mark Whiteside, Director, DAU Performance and Resource Management
Dr. Roy Wood, Dean, DAU Defense Systems Management College