

**DEPARTMENT OF DEFENSE  
IMPLEMENTATION PLAN  
FOR THE  
DEFENSE ACQUISITION UNIVERSITY**

**PREPARED FOR THE COMMITTEES ON ARMED SERVICES  
UNITED STATES CONGRESS  
OCTOBER 1991**

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# INTRODUCTION

## STATUTORY REQUIREMENT:

The National Defense Authorization Act for Fiscal Year 1991 specifies the following:

### Sec. 1205. DEFENSE ACQUISITION UNIVERSITY STRUCTURE

- (a) ESTABLISHMENT OF STRUCTURE. -- Not later than October 1, 1991, the Secretary of Defense, acting through the Under Secretary of Defense for Acquisition, shall prescribe regulations for the initial structure for a defense acquisition university under section 1746 of title 10, United States Code (as added by section 1202). The regulations shall include the following:
- (1) Operation under a charter developed by the Secretary of Defense.
  - (2) Establishment of a university mission to achieve objectives formulated by the Secretary of Defense. Such objectives shall include --
    - (A) the achievement of more efficient and effective use of available acquisition resources by coordinating Department of Defense acquisition education and training programs and tailoring them to support the careers of personnel in acquisition positions; and
    - (B) the development of education, training, research, and publication capabilities in the area of acquisition.
  - (3) Establishment of appropriate lines of authority (including relationships between the university and each of the existing acquisition education and training institutions and activities) and accountability for the accomplishment of the university mission (as established by the Secretary).
  - (4) A coherent framework for the educational development of personnel in acquisition positions. Such framework shall cover courses of instruction from the basic level through the intermediate and senior levels. At the senior level, the framework shall provide for a senior course as a substitute for, and equivalent to, existing senior professional military educational school courses, specifically designed for personnel serving in critical acquisition positions.
  - (5) Appropriate organizations, such as a policy guidance council, composed of senior Department of Defense officials, to recommend or establish policy, and a board of visitors, composed of persons selected for their preeminence in the fields of

academia, business, and the defense industry, to advise on organization management, curricula, methods of instruction, facilities, and other matters of interest to the university.

(6) An appropriate centralized mechanism, under the Under Secretary of Defense for Acquisition, to control the allocation of resources for purposes of conducting mandatory acquisition courses and other training, education, and research activities to achieve the objectives of the university, such as funding students to attend courses of instruction, funding to conduct the courses, and funding to pay instructor salaries.

(b) IMPLEMENTATION. -- Not later than October 1, 1991, the Secretary of Defense, acting through the Under Secretary of Defense, shall prescribe and submit to the Committees on Armed Services of the Senate and House of Representatives an implementation plan, including a charter, for the defense acquisition university structure. Not later than August 1, 1992, the Secretary of Defense shall carry out the implementation plan.

#### BACKGROUND:

Shortly after the enactment of the National Defense Authorization Act for Fiscal Year 1991, Pub. L. 101-510 (1990), the Under Secretary of Defense for Acquisition, (USD(A)), formed an Implementation Board and two Subcommittees to advise on the implementation of requirements contained in Title XII, the Defense Acquisition Workforce Improvement Act. The Implementation Board's Defense Acquisition University Planning Subcommittee was charged with developing options for implementing section 1205 of the Act and advising the USD(A) on the most appropriate means for accomplishing the requirement. (See Appendix A for Subcommittee membership.)

At their first meeting on February 6, 1991, the Subcommittee approved a plan of action and formed two working groups, one to examine options for creating a university structure, and the other, to develop options for a senior course.

Between February and June 1991, the working groups supporting the Subcommittee met 18 times and examined 13 options for structuring the university and 18 options for a senior course. A second meeting of the Subcommittee, chaired by the USD(A), was held on June 10, 1991, to review the options and recommendations.

On July 1, 1991, the USD(A) issued a Decision Memorandum setting forth the direction he wished the Department to proceed in implementing this requirement. (See Appendix B for a copy of the memorandum.) Based on this direction, a DoD Directive chartering the university was developed and coordinated

throughout the Department. The chartering Directive is included with this submission to Congress.

#### CURRENT STRUCTURE:

Components of 12 Army, Navy, Air Force and Defense Logistics Agency schools and activities currently deliver 24 specialized education and training courses, ranging from contracting to quality assurance, designated as mandatory for personnel performing related acquisition functions. These schools and activities report to a variety of commands and also provide non-mandatory acquisition and non-acquisition courses to satisfy other DoD education and training needs.

The following activities and components of institutions currently deliver mandatory acquisition courses:

- Air Force Institute of Technology
- Army Logistics Management College
- Army Management Engineering College
- Office of the Assistant Secretary of the Navy (Procurement Policy)
- Naval Warfare Assessment Center
- Defense Logistics Civilian Personnel Service Support Office
- Defense Logistics Quality Assurance Management Support Office
- Defense Systems Management College
- Lowry Technical Training Center
- Navy Acquisition Management Training Office
- Naval Supply Systems Command Regional Contracting Centers
- Naval Facilities Contracts Training Center

Principal among these is the Defense Systems Management College (DSMC), located at Fort Belvoir, Virginia, which delivers the Program Management Course. The Program Management Course is a 20-week course required by statute for DoD program managers and deputy program managers of major defense acquisition programs or significant nonmajor defense acquisition programs. DSMC also offers a number of specialized short courses at the basic, intermediate and senior levels for DoD acquisition managers.

In 1988 DSMC was designated to serve as executive agent to manage and coordinate the delivery of mandatory acquisition courses for the acquisition community. The DSMC office which has been administering the mandatory program since 1988 is called the Acquisition Enhancement (ACE) Program Office. DSMC will continue to serve as executive agent until approximately August 1, 1992, when the university structure will be in place.

Course requirements designated as mandatory prior to the enactment of the Defense Acquisition Workforce Improvement Act

are published in the September 1990 edition of DoD Manual 5000.52M, Career Development Program for Acquisition Personnel. Twenty-four courses are currently considered mandatory; they range from one week to 20 weeks and cover 5 career fields. The courses include, among others: the 20-week Program Management Course; contract pricing and administration; quality assurance; industrial property management; management of acquisition logistics; production management; and systems acquisition for contracting personnel.

#### NEW REQUIREMENTS FOR EDUCATION AND TRAINING:

The Defense Acquisition Workforce Improvement Act expands the number of acquisition functions to be addressed by DoD's acquisition education and training program, and calls for the establishment of a university structure to support an educational framework from the basic level through the intermediate and senior levels.

Specifically, 10 U.S.C. 1723 requires DoD to establish education, training and experience requirements for each acquisition position required under 10 U.S.C. 1721, which include:

- "(1) Program management.
- (2) Systems planning, research, development, engineering, and testing.
- (3) Procurement, including contracting.
- (4) Industrial property management.
- (5) Logistics.
- (6) Quality control and assurance.
- (7) Manufacturing and production.
- (8) Business, cost estimating, financial management, and auditing.
- (9) Education, training and career development.
- (10) Construction
- (11) Joint development and production with other government agencies and foreign countries."

Consequently, DoD's education and training program will need to expand commensurately to accommodate the expanded number of acquisition functions to be addressed through education and training courses.

For purposes of developing career ladders and an educational framework to support the education, training and career development needs of the the acquisition workforce, the above acquisition positions have been grouped into 7 principal acquisition functions. Occupations that support these functions fall into 13 categories of positions representative of 12 separate career fields.

The 7 principal acquisition functions and the position categories and career fields that fall under them are as follows:

ACQUISITION FUNCTIONS

POSITION CATEGORIES/CAREER FIELDS

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Acquisition Management {</li> </ul>                               | <ul style="list-style-type: none"> <li>• Program Management/Oversight</li> <li>• Communication-Computer Systems</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Procurement and Contracting {</li> </ul>                          | <ul style="list-style-type: none"> <li>• Contracting (includes construction)</li> <li>• Purchasing (includes Procurement Assistant)</li> <li>• Industrial Property Management</li> </ul> |
| <ul style="list-style-type: none"> <li>• Science and Engineering {</li> </ul>                              | <ul style="list-style-type: none"> <li>• Systems Planning, Research, Development, and Engineering</li> <li>• Test and Evaluation Engineering</li> </ul>                                  |
| <ul style="list-style-type: none"> <li>• Production {</li> </ul>   | <ul style="list-style-type: none"> <li>• Quality Assurance</li> <li>• Manufacturing and Production</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Acquisition Logistics {</li> </ul>                                | <ul style="list-style-type: none"> <li>• Acquisition Logistics</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Business, Cost Estimating &amp; Financial Management {</li> </ul> | <ul style="list-style-type: none"> <li>• Business, Cost Estimating &amp; Financial Management</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Auditing {</li> </ul>   | <ul style="list-style-type: none"> <li>• Auditing</li> </ul>   |

\* \* \*

• Education, Training and Career Development is considered the 13th position category. Unlike the other 12 position categories, however, it is not also a career field itself. Personnel performing these duties may come from acquisition or other related career fields.

Personnel performing any of the 7 acquisition functions which support joint development and production with other

government agencies or foreign countries would be included in the career field appropriate to the acquisition function performed.

A revised edition of DoD Manual 5000.52M, Career Development Program for Acquisition Personnel, will reflect the education, training and experience requirements at the entry, intermediate and senior levels for those position categories added by the statute. The new edition of the manual will, therefore, establish the framework for the educational development of personnel in acquisition positions, from the basic to senior levels, required by the statute. The senior course will be the "capstone" of this framework.

## APPENDIX A

## DEFENSE ACQUISITION UNIVERSITY STRUCTURE

The Defense Acquisition University Planning Subcommittee took into account a number of factors in considering the type of university structure that would best serve the education and training needs of DoD's acquisition workforce. First, they recognized that the initial structure for the university should be sufficiently flexible to accommodate the expanding framework for acquisition education and training summarized in the preceding section. Second, the structure should make efficient and effective use of available acquisition resources by building on the structure and relationships underpinning DoD's existing acquisition education and training program.

### CONSORTIUM:

After weighing the pros and cons of many types of structures, the Subcommittee recommended the formation of a consortium among the existing DoD institutions. A consortium structure was favored as an efficient and cost-effective approach to meeting the requirement. Moreover, it builds on the strengths of and relationships among the participants in the existing program, and enables DoD to include other institutions as necessary in the consortium to deliver new courses for career fields not currently covered.

The operations and structure of the new defense acquisition university will in many ways be comparable to that of a typical state university that has a number of campuses and a variety of colleges specializing in certain disciplines. Although each DoD institution that delivers acquisition courses will continue to report in its own command, the formalized relationship between that institution and the university will be spelled out in Memoranda of Agreement (MOAs).

### MEMORANDA OF AGREEMENT:

MOAs will be negotiated between the university and each of the participants and coordinated with the participant's parent organizations to establish appropriate lines of authority required by the statute. MOAs will be tailored for the mission of each participant and its role in the university, and will establish authority and accountability, as applicable, in the following areas:

- Responsibility for acquisition functions and/or courses to be taught by the activity;

- Mechanisms to establish and fully fund the participant's level of effort each year and to project into the budget and POM years;
- Standards and mechanisms for ensuring quality of curriculum and instruction;
- Research and publications;
- Other elements of the university mission to be supported by the participant, e.g., curriculum development and management, contracting for course delivery;
- Information reporting requirements;
- Other delegations of university authority to the participant;
- Other matters by mutual agreement.

#### **ADMINISTRATION:**

A president will be appointed and a small executive office will be established to manage university operations, including:

- Negotiating, executing, terminating, and overseeing the terms of the MOAs;
- Developing and recommending to the USD(A) the resourcing necessary to meet the DoD acquisition education and training requirements for the Future Years Defense Plan (FYDP);
- Recommending to the USD(A) the DoD Components' annual course quota allocations and annually sub-allocating resources to the Components and consortium participants to support negotiated requirements;
- Selecting course providers and certifying courses to ensure that the DoD acquisition education and training program provides a coherent framework for the educational development of acquisition personnel, from the basic level through intermediate and senior levels;
- Establishing quality and performance standards for curriculum content and delivery;
- Encouraging research, including symposia and conferences, and developing and maintaining publication capabilities in acquisition-related subject areas;
- Managing the DoD Acquisition Scholarship Program authorized by 10 U.S.C 1744;
- Publishing an annual catalog of acquisition courses and schedules; and
- Maintaining student records.

#### **POLICY GUIDANCE COUNCIL:**

A policy guidance council, composed of senior DoD officials and chaired by the USD(A), will recommend university policy and perform other oversight functions as requested by the USD(A).

#### BOARD OF VISITORS:

A board of visitors, composed of distinguished representatives from the public sector, academia, business, and defense industry, will be chartered as a federal advisory committee in accordance with Federal Advisory Committee Act requirements and DoD Directive 5105.4, "Department of Defense Federal Advisory Committee Program." The board of visitors will advise the USD(A) and the university president on organization management, curricula, methods of instruction, funding, facilities, and related issues.

#### OTHER ADVISORY BODIES:

The president may form other advisory bodies representing the participating institutions to recommend content and standards for curriculum, research and publications, the application of educational technology (e.g., distance learning), and other issues relevant to the quality of the programs offered by the university.

#### CENTRALIZED CONTROL OF RESOURCES:

A centralized mechanism under USD(A) management will be established to control the programming, budgeting and resource allocation processes for mandatory acquisition courses, other training and education, and research activities.

## SENIOR COURSE

In addition to establishing a university structure, section 1205 also requires DoD to "provide for a senior course as a substitute for, and equivalent to, existing senior professional military educational school courses specifically designed for personnel serving in critical acquisition positions."

### INTERPRETATION OF REQUIREMENT:

The Subcommittee used the "Military Education Policy Document CM 344-90," issued by the Chairman of the Joint Chiefs of Staff (CJCS), to determine the standards the course would have to meet to be considered a "substitute for, and equivalent to, existing professional military education" (PME).

CM 344-90 requires that Senior PME courses consist of "common core content requirements, including war fighting, national and international considerations as they affect the formulation of national security policy, the role of DoD, military history, military strategy, leadership skills and analytical techniques...."

Other CM 344-90 requirements include a student/faculty ratio of 3.5:1 and a variety of quality standards for civilian and military faculty including operational experience and strong academic credentials. The length of Senior PME is 42 weeks. The Subcommittee interpreted the phrase, "specifically designed for personnel serving in critical acquisition positions," to mean that no existing course met this requirement at the time the legislation was passed.

### INDUSTRIAL COLLEGE OF THE ARMED FORCES:

The Industrial College of the Armed Forces (ICAF) of the National Defense University will develop and offer the senior course for acquisition personnel. Utilizing ICAF and enhancing its acquisition courses will accomplish the statutory requirement at a lesser cost than that of other options which were considered by the Subcommittee, and at the same time will give Acquisition Corps members a first-rate educational experience. ICAF currently meets statutory requirements for senior professional military education; in addition, this increased responsibility reinforces ICAF's traditional mission and purpose.

Founded in 1924 as the Army Industrial College to learn from the mobilization failures during World War I, and reorganized as a joint school after World War II, ICAF has long considered the acquisition community to be among its natural constituents.

ICAF's present curriculum emphasizes defense resources management, especially materiel acquisition and logistics. In addition, the school has been expanding and focusing the acquisition component of the core curriculum and has introduced elective courses in acquisition subjects over the past two years. This evolution will continue as ICAF begins providing the senior course for acquisition personnel.

ICAF will remain a part of the National Defense University, which is overseen by the Chairman, Joint Chiefs of Staff. The Chairman has granted the USD(A) oversight of the acquisition content of the ICAF curriculum to ensure its relevance to senior DoD acquisition personnel. Although it will remain part of the National Defense University, an MOA will be drawn up between ICAF and the new university; as the provider of the senior course, ICAF will become a cooperating college in the new defense acquisition university structure.

#### **SENIOR PROGRAM:**

The Subcommittee recommended that the Senior Course be part of a broad program of senior education—encompassing a variety of educational opportunities which have been certified as meeting senior PME standards established by the Chairman of the Joint Chiefs of staff. The Components will select and schedule candidates for the senior program and determine equivalency of offerings based on the Components' needs and the career development requirements of individual members serving in critical positions. More civilian and military acquisition professionals will attend the Senior Course, however, than any other single course provided for within the broader program.

## NEXT STEPS

The Department has made good progress in determining the direction to proceed in implementing requirements for a defense acquisition university structure and a senior course for acquisition personnel. Even so, much more needs to be accomplished -- from hiring a president to negotiating MOAs -- before the University can open its doors on August 1, 1992, as the statute prescribes.

The following summarizes the next steps to be taken in DoD's implementation plan.

### IMPLEMENTING INSTRUCTION:

The Directive chartering the university establishes the broad outlines of how the university will function and the responsibilities of DoD principals. The specifics of course development and certification, funds management, quota determination, and other operational aspects of the university, including its relationships with the DoD Components and consortium participants, must be spelled out in a far more detailed implementing instruction. A small team representing the Components and consortium participants will soon begin drafting the implementing instruction.

### UNIVERSITY PRESIDENT AND STAFF:

A Senior Executive position for the university president has been requested; candidates will be drawn from the public and private sectors, academia and defense industry. Because university consortium participants will remain in their own commands, it is anticipated that the university executive office will require only a small staff to manage student quotas and sub-allocate funds, negotiate MOAs, and administer other university functions. Nevertheless, staffing even a small office during a period of downsizing will be difficult at best. Until staffing requirements become clearer and spaces can be identified for permanent staff as needed, DoD plans to establish an interim transition team to administer the university.

### PROGRAM BUDGET DECISION AND PROGRAM OBJECTIVES MEMORANDUM:

A Program Budget Decision (PBD) is now being developed to support the university and increased course requirements, including the senior course, starting with Fiscal Year 1993. A Program Objectives Memorandum (POM) submission for the outyears (FY 1994 - FY 1999) is also in preparation for next spring's POM/FYDP cycle.

## SENIOR PROGRAM:

Procedures for participating in the senior program must be developed and announced before the end of calendar year 1991 to ensure opportunities for acquisition professionals to participate in pilot senior program offerings in Academic Year 1992-93. This will require modifications to existing procedures by which civilian and military candidates can apply to and be selected for senior fellowship programs, including ICAF and equivalent senior PME offerings.

## SENIOR COURSE:

Work is well underway at ICAF, with DSMC participation, to develop an enhanced acquisition focus to the curriculum in preparation for the pilot offering of the senior course in Academic Year (AY) 1992-93. ICAF will prototype and evaluate several innovations to the curriculum in AY 1991-92 in preparation for implementation in AY 1992-93. Among the innovations to be tested will be a four-element program with acquisition focus including:

- The Core Acquisition Course will be designed to prepare Acquisition Corps members for innovation and change. Students will be asked to challenge the status quo and explore innovative ways to do business in the acquisition community. (This advanced course will be complemented by a basic course for operators and other non-Acquisition Corps personnel in the ICAF student body who would like to increase their understanding of acquisition issues while enrolled at ICAF.)

- A diversity of Advanced Studies (electives) will be offered on acquisition-related subjects. Acquisition students who need a more in-depth knowledge of these subjects will be encouraged to enroll. The students will be able to enroll in three such courses if they elect to do a research project or five Advanced Studies courses if they elect not to conduct research. Examples of Advanced Studies are:

- The System - Analysis and Critique: A critical analysis of defense acquisition management including organization, process, workforce, etc.

- Business and Government Ethics: An analysis and evaluation of ethical issues in government/industry procurement relations. What is the proper blend of legalistic controls and trust and confidence based on moral commitment.

- Comparative Acquisition Systems: Comparative analysis of acquisition systems/methods in the United States and foreign countries.

- Acquisition students will be encouraged to write their research papers, and the three papers required during the Resources Management semester, on topics relevant to their career fields. Students are required to write three papers on resources management during the second semester. Additionally, they are required to do a major research project during the year. These requirements will provide an opportunity for acquisition students to go into more depth on critical acquisition issues.

- Courses in the Resources Management semester, including Economics, National Infrastructure, Joint Military Logistics, Mobilization, and Defense Industry Studies (DIS) will have a direct linkage to acquisition. Acquisition students will be encouraged to participate in the DIS group studying the industry most relevant to their career needs.

In addition, plans are underway to enhance the ICAF faculty by adding skilled acquisition professionals and broadening the expertise of existing faculty members in acquisition subject areas. Requirements for additional resourcing have been recognized and actions are underway to provide sufficient resources to ensure the highest quality program.

Acquisition students attending ICAF will receive a broad understanding of the rapidly changing geopolitical, economic, social and military conditions; learn to think strategically; and be better prepared to tackle the issues in a complex and interdependent world. ICAF will integrate acquisition students into a diverse student body where they will have the opportunity to interact with students whose operational experiences will serve to broaden their perspectives on national security strategy.

## DEFENSE ACQUISITION UNIVERSITY PLANNING SUBCOMMITTEE MEMBERS

Chairman, Donald J. Yockey, USD(A)

LTG August M. Cianciolo, USA, Director, Army Acquisition Corps

RADM James B. Greene, JR., USN, Special Assistant to the  
Assistant Secretary of the Navy (Research, Development and  
Acquisition)

Mr. Daniel S. Rak, Deputy Assistant Secretary of the Air Force  
(Acquisition)

BG Kenneth W. Simpson, USA, Vice Director, J-7

Mr. Robert S. Silberman, Principal Deputy Assistant Secretary of  
Defense (Force Management and Personnel)

Mr. Ronald G. Garant, Director for Investment, Comptroller

MG Charles R. Henry, USA, Deputy Director, Acquisition  
Management, Defense Logistics Agency

VADM J. A. Baldwin, USN, President, National Defense University

MG Lynn Stevens, USA, Commandant, Defense Systems Management  
College

## **APPENDIX B**



THE UNDER SECRETARY OF DEFENSE  
WASHINGTON, DC 20301

1 JUL 1991

ACQUISITION

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
ATTN: ACQUISITION EXECUTIVES  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
ATTN: VICE CHAIRMAN, JOINT CHIEFS OF STAFF  
ASSISTANT SECRETARY OF DEFENSE (FORCE MANAGEMENT  
AND PERSONNEL)  
COMPTROLLER  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, DEFENSE LOGISTICS AGENCY  
PRESIDENT, NATIONAL DEFENSE UNIVERSITY  
COMMANDANT, DEFENSE SYSTEMS MANAGEMENT COLLEGE

SUBJECT: Decision Memorandum for the Defense Acquisition  
University and Senior Course

This memorandum sets forth the direction we will proceed in implementing section 1746 of title 10, United States Code, and section 1205 of P.L. 101-510, the National Defense Authorization Act for Fiscal Year 1991. These statutes require the Secretary of Defense, acting through the Under Secretary of Defense for Acquisition to, among other things, (1) establish a defense acquisition university structure; (2) provide for a senior course as a substitute for, and equivalent to, existing senior professional military education, specifically designed for personnel serving in critical acquisition positions; and (3) establish a centralized mechanism, under the USD(A) to control the allocation of resources for conducting mandatory acquisition courses, funding for students to attend courses and funding to pay instructor salaries.

On June 10, 1991, the Defense Acquisition University Planning Subcommittee reviewed recommendations for accomplishing these requirements. Based on the Subcommittee's recommendations, the statutory requirements will be implemented as follows:

1. UNIVERSITY STRUCTURE: I accept the unanimous recommendation of the Subcommittee to form a consortium of DoD education and training institutions and activities to comprise the university structure. A consortium structure capitalizes on existing strengths and assets in the education and training base, and provides both strong central control as well as the flexibility necessary to accommodate changes in the composition and educational needs of the workforce. Consortium participants will remain in their existing command chains and will retain control over their faculty. A policy guidance council and a board of visitors will be established to advise me and the university president on university policy and operations. Other advisory bodies may also be formed for specific purposes. Memoranda of Agreement (MOA's) will be

tailored for the mission of each participant in the consortium defining responsibility, funding, quality standards, research and publications, and delegations of authority.

2. UNIVERSITY PRESIDENT: The university president will report to the USD(A) and will be a civilian of stature, unrelated to any existing institution within the consortium. He will have the authority to act decisively on my behalf in the best interests of all elements of the acquisition education and training community. The president shall be supported by a small staff to manage the day to day operations of the university, develop and maintain relationships between the university and consortium participants, and ensure the quality of acquisition courses, among other functions.

3. SENIOR PROGRAM: A senior acquisition education program will be established. It will be comprised of a variety of offerings to cover the broad spectrum of disciplines, ranging from business management to engineering, that are represented in the acquisition workforce. The DoD Components will select and slate candidates for the senior program and determine equivalency of offerings based on the Components' needs and the career development needs of individual members serving in critical positions. The senior course will be one of these offerings, and will be the predominant course for members of the Acquisition Corps.

4. SENIOR COURSE: The Industrial College of the Armed Forces (ICAF) of the National Defense University has agreed to develop and offer the Senior Course for acquisition professionals. ICAF currently meets statutory requirements for senior professional military education; enhancing its acquisition offerings can be accomplished at a lesser cost than that of other options. The offer of the Chairman, Joint Chiefs of Staff, to grant me oversight of the acquisition content of the ICAF curriculum to ensure its relevance to senior DoD acquisition personnel is accepted. I will support the FM&P initiative seeking legislative relief, if necessary, from section 663(d) of title 10, United States Code, which mandates joint duty assignment of certain joint specialty officers and greater than 50 percent of other graduates of joint professional military education schools (ICAF).

5. DEFENSE SYSTEMS MANAGEMENT COLLEGE: The statute directs that the defense acquisition university is to include the Defense Systems Management College (DSMC). DSMC will participate within the consortium in parallel with other DoD institutions.

6. CENTRALIZED MECHANISM TO CONTROL ALLOCATION OF RESOURCES: An appropriate centralized mechanism will be established to control the allocation of resources as directed by the statute. Such centralized control will improve processes for requirements determination, quota management and funds administration.

7. ASSESSMENT OF EDUCATIONAL NEEDS: In deliberations leading to decisions regarding the senior program, it became clear that a thorough assessment of the educational needs of senior acquisition

personnel is required. I will form a group of OSD, Service and Agency representatives to conduct a rigorous and comprehensive assessment of the educational needs of senior acquisition personnel in all career fields within the context of the criteria and standards for professional education and to include a thorough analysis of the appropriate levels at which the need should be met.

The Director, Acquisition Education, Training and Career Development Policy on my staff is authorized to develop regulations, act on my behalf to implement the actions identified in this memorandum, and oversee accomplishment of related recommendations made by the Subcommittee.

  
Don Yockey

## APPENDIX C

DEFENSE ACQUISITION UNIVERSITY

MILESTONES

OCT 91

NOV 91

JAN 92

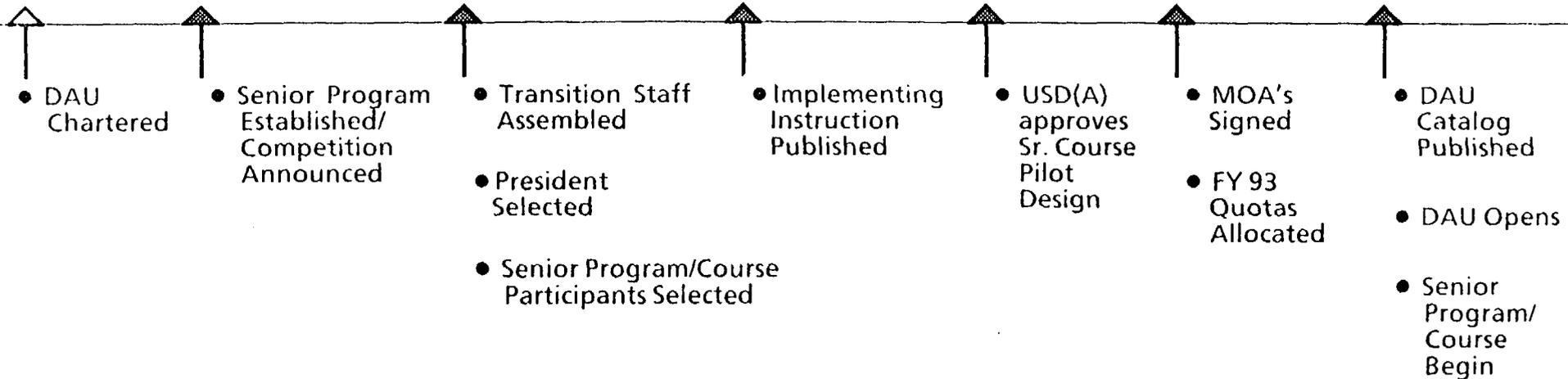
MARCH 92

APR 92

MAY 92

JULY 92

AUG 92



LEGEND:  
ACTUAL  
PROJECTED

COMPLETED

