MINUTES (*Revised*)
Defense Acquisition University (DAU)
Board of Visitors (BoV)

Meeting Date: November 5-6, 1995
Place: Radisson Mark Plaza Hotel
Walnut Room

5 Nov 1800-2000
A get acquainted dinner was held at the Mark Plaza Hotel

0830 **Welcome** - Mr. Thomas Crean, DAU President
Review of BoV Charter
Mr. Crean substituted for Mrs. Colleen Preston who was sick to give the BoV an overview of its charter and the Director of the USD(A&T). He also outlined that the purpose of the meeting was to acquaint the BoV with DAU and the schools that formed the consortium.

0840 **Briefing** - Dr. James McMichael, Director, Acquisition Education & Training
Expressed appreciation to Ms. Jeanne Carney for her work and ideas in implementing the Defense Acquisition Workforce Improvement Act (DAWIA).

Thanked the members of the BoV for volunteering their time to serve.

Explained the purpose and the beginnings of DAU and DAWIA. Asked the BoV for advice on course delivery and more effective training; cost control; and a vision (i.e., the role of technology; privatization issues; and serving Acquisition Reform.

Dr. Gansler pointed out that the Packard Commission stressed the need for: quality faculty; research; and not curriculum, but content of training and education.

Mr. Adolph thought the role of the BoV would be: to identify areas of research and mechanisms for accomplishing that research; and making progress toward a variety of acquisition reform issues to include topics, such as, privatization.

Questions raised on adopting the commercial model in acquisition; BG Bolton stated the Secretary is looking at the MILITARY STANDARD; and the Defense Systems Management College (DSMC) is benchmarking its training, but need faculty with commercial experience, so we can use the good of the commercial model.

0940 **Briefing** - MG Cowings, President, Industrial College of the Armed Forces (ICAF). Since MG Cowings had to leave early his briefing on ICAF was done out of schedule.

Small College, selected for the legislatively mandated Senior Acquisition Course in FY 1991; fully integrated into the other parts of ICAF, a post-graduate training facility; focused on thinking strategically; preparing students to make acquisition decisions in the future. Accreditation process is ongoing (perhaps by FY 1997).

A good source of research may be the required research papers. (However, some members felt the significant research work would have to be done by the faculty).

1030 **Briefing** - Mr. Thomas Crean, DAU President
DAU Organization and Consortium Operations

DAWIA called for the pooling of resources into the DAU Team. Acquisition Reform is to be taught and implemented within 5 years.

1100 **Briefing** - Mr. Frank Sobieszczyk, Director, Operations helps develop better processes; research, required in the legislation, is currently not funded, per se, but included as part of the faculty and university process. Laboratories have the research mission, but research on improving the acquisition process is not being done, currently.

1140 **Briefing** - Dr. Lenore Sack, Director, Academic Affairs assures course certification standards are established, however, there is no overall certification. Measure of success is on the job performance. Question arose about looking into the users validating courses. The BoV should address the course development process. Also, the Workforce is now stove-piped; the BoV may assist in their integration throughout all career fields. Question about prerequisites. Dr. Eaton proposed competency based admission standards. Question about evaluation of non-DAU courses to be certified as equivalent. Not done since FY 1994. Probably have field offices nominate courses for equivalency.

1210 **Briefing** - Mr. Joe Wargo, Director, Resources Management manages the resources shifted from the Services/Agencies with the priority of training the Acquisition Workforce. Perhaps the BoV can suggest a change of priority and help determine performance indicators and the return on investment.

1225 Lunch

1340 Reconvened by Mr. Crean, DAU President
Briefs on school continued

Briefing - BG Bolton, Commandant, Defense Systems Management College (DSMC)

1445 Since some BoV members had to depart early and it appeared the meeting might run longer than anticipated, the executive session scheduled for the end of the meeting was held during a break.

Executive Session convened by Mr. Crean, DAU President with two action items: How often will the BoV meet? and (2)Electing a chairperson.

The BoV suggested meeting in a special 2 day session within 6 months to focus on a number of topics: 1) research - budget and topics, 2) DSMC matters, and 3) non-DAU courses.

The Board suggested meeting two or three times each year, or as required. The next meeting was tentatively set for early March, 1996.

Other topics for future meetings included: Evaluation and accountability; Distance Learning and computer based training models; privatization.

1455 Mr. Levi nominated Dr. Gansler as BoV Chair; it was seconded by Mr. Adolph and approved.

1500 BREAK

1505 Continuation of short briefings by the heads of each consortium school in the following order: Information Resources Management College (IRMC).

1515 Air Force Institute of Technology (AFIT)

1530 Army Logistics Management College (ALMC)

1545 Army Management Engineering College (AMEC)

1600 Defense Logistics Agency Civilian Personnel Support Office (DCPSO)

1605 Lackland Technical Training Center (LTTC)

1620 Naval Center for Acquisition Training (NCAT)

1635 Naval Facilities Contracts Training Center (NFCTC)

1655 Naval Postgraduate School (NPS)

1710 Naval Warfare Assessment Division (NWAD)

1720 Mr. Crean reported on the Executive Session, held earlier

1730 Motion to adjourn; seconded and approved

DECISION:

Approved: Jacques S. Gansler
Chairman, DAU BoV

Disapproved: _____

Other: _____

ATTENDEES
Defense Acquisition University (DAU)
Board of Visitors (BoV)

Meeting Date: November 6, 1995
Place: Radisson Mark Plaza Hotel
Walnut Room

BoV

Mr. Charles Adolph
Mr. Donald Campbell
Dr. Lionel Baldwin
Mr. Peter DeMayo
Dr. Gertrude Eaton
Mr. Eric Levi
Dr. Jacques Gansler
Mr. James Gallagher
Lt Gen Thomas R. Ferguson

DAU

Mr. Thomas Crean
Mr. Frank Sobieszczyk
Dr. Lenore Sack
Mr. Joe Wargo
Mr. Bob Wolownik

DoD

Dr. James McMichael
Ms. Jeanne Carney

Consortium Schools

BG Claude Bolton (DSMC)

MG Cowings (ICAF)

Ms. Donita McGeary (IRMC)

Dr. Richard Murphy (AFIT)

Col. Nicholas Young (ALMC)

Mr. Paul Wagner (AMEC)

Ms. Barbara Scharff (DCPSO)

Major Joseph Peck (LTTC)

Dr. Richard Graham/Dr. Dick Brunner (NCAT)

Ms. Shari Durand (NFCTC)

Mr. Dennis Allion (NPS)

Mr. Donald Dickinson (NWAD)

MINUTES
Defense Acquisition University (DAU)
Board of Visitors (BoV)

Meeting Date: November 6, 1996
Place: Radisson Mark Plaza Hotel, Hickory Room

0835 - **Welcome** - Mr. Thomas M. Crean, DAU President welcomed the members of the Board and the staff in attendance. He also introduced BG Richard Black, the new Commandant of the Defense Systems Management College (DSMC). Mr. Crean requested feedback from the BoV members as to whether they liked the one day meeting format. DAU and the Consortium look to the BoV for their insight, information, and guidance.

Report - DAU Budget Update - Mr. Joe Wargo, Director of Resources Management reported on two major issues: the funding reduction and the draft Program Budget Decision (PBD).

The DAU budget request for FY 1997 was $100 Million and Congress appropriated $85 Million. This equates to an over 15% reduction, after DAU pays their fair portion of undistributed reductions and a 55-60% non-discretionary reduction in the non-labor category.

The draft PBD, out for coordination, questions the size of DSMC. The PBD calls for a 58% staff reduction; teaching hours be increased to a 500 hour level per instructor; and the overhead rate set at 39%.

Dr. Gansler stated this PBD action necessitates a significant investment in alternative teaching methods and that investment estimate should be included in the PBD reclama. Given that the requirements for educating the Acquisition Workforce are level or increasing, due to cross-training and continuing education the investment funds are required. Dr. Gansler also reiterated the point from a previous BoV meeting that DSMC is behind in providing training for the latest Acquisition policies and procedures resulting in the Services taking on the task.

As a result of the PBD, the DAU Resources Management staff, DSMC, AFIT, NCAT, ALMC representatives, and the Directors for Acquisition Career Management (DACMs) recently met to re-evaluate where courses were being delivered and re-arranged the schedule to provide courses at the student workplaces. The estimated travel savings total $1.5 Million.

Mr. DeMayo stated that DSMC is the place where the right people are going. Future Program Managers, as opposed to just Contracting personnel, are being educated and will be better able to perform their jobs.

Mr. Crean reported feedback from the Acquisition Stand-down Day and the PEO Syscom meeting at DSMC indicates more education and training are needed and this investment in the future is required.

The current overhead rate at DSMC was stated to be 55%. Mr. Campbell stated overhead should be reviewed function by function. This would drive the decision whether to teach using in-house personnel or contract out. The faculty to staff ratio was used in the PBD (teachers versus non-teachers) and it was pointed out that is not really overhead and utilizing distance learning would drive the ratio up further. The internal Acquisition Program Integration (API) study was being defended. This called for DSMC staff be reduced from 360 to 149. Dr. Eaton pointed out universities are re-thinking using teaching hours as a criterion of success.

Dr. Gansler questioned the real costs of the DAU, to include time in training; utilizing Distance Learning and Computer Based Training (CBT) delivery. Mr. Wargo provided the "real costs" (work-years required) including military pay plus time away from the workplace. The DAU needs to do a better job of education at a lower cost. The DAU already pays travel and per diem (approximately $34 of the $100 Million budget). The DAU needs a transition for Distance Learning and accountability measure changes. Dr. McMichael stated less than 40% of the Workforce is ready for CBT. The USD(A&T), Dr. Kaminski, drafted a policy memo stating the minimum computer capabilities for the Workforce. Funds for those minimum capabilities remain the perpetual problem.

Report - ACQ 201 Request for Proposal - Mr. Thomas Crean reported ACQ201 as the second of two core courses required for all the Workforce (except Contracting). ACQ201 is a prerequisite for Level I and II personnel. The requirement is for approximately 5,000 classes each year. The DAU Consortium schools could meet the requirement for all but about 700 students and the possibility of contracting for covering the shortfall was pursued. The requirement was for 20 off-site courses with instructors certified at Level II and the contractor maintaining the course and instructors. Two potential contractors proposed a bid: a group of former DSMC instructors certified at Level III and a group with no certified instructors. DSSW lawyers ruled there was a significant probability of a sustainable protest, if award was made to either bidder. NCAT and NPS teamed to pickup the shortfall starting in FY 1996 and continuing into FY 1997.

Problems discovered in the RFP process:

1. Private sector instructors were not up-to-date.

2. DSSW did not understand the requirement for certified instructors, until it was too late.

3. DAU oversight would be difficult.

Mr. Campbell said DAU could fast-track the process using industry and FASA to out-source teaching. Mr. DeMayo said an Acquisition Strategic Plan could be developed to market instruction. The DAU might need industry comments to get a buy-in and industry could provide panel members for the process. Questions arose as to why there were not more bidders and why didn't bidders feel they could be competitive.

Report - the DAU Program Review Board (DAUPRB) and Acquisition Research - Mr. Frank Sobieszczyk, Director of University Operations briefed the BoV on the recent establishment of the Congressionally mandated "Policy Guidance Council". As chartered, the Defense Acquisition Career Development Council (DACDC), chaired by the USD(A&T) has three standing committees: the DAU PRB, the DSMC PRB, and the Acquisition Career PRB. At the first meeting of the DAUPRB, the extent of DAU involvement in Acquisition Research was tabled.

Dr. Gansler pointed out the discussions from the last BoV meeting about "research from a policy perspective; research from the faculty perspective: the required Strategic Plan with case studies, success stories, lessons learned; and productivity measures" is better termed "the Acquisition Enhancement Program" and not Acquisition Research.

Dr. Gansler questioned how the DAU stimulates Acquisition research. The answer was it is accomplished outside DAU and the Workforce. Mr. Levi questioned who's the customer for Acquisition Research for that would influence who accomplishes it. Mr. DeMayo stated DoD has numerous policy schools and the DAU should be "advancing the state-of-the-art" and get out in front. Such action would also help budget issues.

Report - the Continuing Education Program - Mr. Crean reported on the DUSD(AR) recently released Interim Policy requiring each member of the Acquisition Workforce receive 40 hours of Acquisition training yearly. The development of the final policy will be an on-going effort through FY 1997.

Mr. Crean also reported on three DUSD(AR) sponsored studies on:

1. Professional Development and Continuing Education

2. Professional Standards

3. Core Requirements

Dr. Eaton stated the DAU should emphasize learning goals and rely on their faculty and this should be transmitted to the Functional Boards.

1035 - **Defense Science Board Summer Study** - Dr. Gansler reported on the findings of the DSB Summer Study as it related to education.

ACTIONS:

1. Initiate an Outsourcing PAT in conjunction with Mr. Peter DeMayo. Emphasize: course development; delivery systems; student demographics; and faculty development.
2. Develop an Acquisition Enhancement Program, as outlined in previous BoV discussions.
3. Develop DAU Total Costs.

Mr. Gallagher stressed the importance of the DAU continuing (or strengthening) its relationship with the Project Management Institute (PMI) (a private sector Acquisition Management organization). Mr. Fred Ayer, DSMC, should be asked to provide a status report briefing at the next BOV meeting, including discussion on the defense extension to the PMI body-of-knowledge.

Welcome - Brigadier General Richard A. Black, USA, Commandant DSMC, extended greetings to the BoV on behalf of DSMC.

Briefing - Cooperative Training Network

As a lead-in to the briefing, General Black presented background on the DoD acquisition system to include the customers, inputs, outputs, and how acquisition education and training contributes to national security.

General Black presented an acquisition workforce education and training career model with emphasis on the integrated acquisition management education continuum. He provided a summary of observations regarding the acquisition career development and management process; continuing education (span the gaps between formal training), cross-training (smaller acquisition workforce), and the need to collaborate to make optimal use of resources while still recognizing military Services and civilian differences.

Previously, the Senior Acquisition Executives have expressed the need to expand efforts to reach more people, adapt education efforts to differing service acquisition career progression, pursue innovative delivery means, and ensure a closer relationship with the customers.

With this as background, General Black presented the proposed DAU cooperative training network briefing. The network provides an approach to deliver acquisition education to 60% of the Acquisition Work Force (AWF) at their home stations, producing per diem and travel savings of $5.0M per year from students who would travel to DSMC courses alone. In turn, a portion of the savings could be used to invest in implementing distance learning for delivery of DAU courses to the AWF. The BoV expressed strong support for this concept. Mr. Levi, BoV member, recommended accelerating the timeline and start sooner on the distance learning.

Recommendations
DAU develop a strategic plan that specifically includes distance learning.
The strategic plan should also address what resources are needed for distance learning and provide a plan on how to use the savings from per diem as part of the investment.

Action
DSMC will proceed with initiatives to expand regional training and work towards implementing distance learning capability to deliver education and training. DAU will take appropriate actions on strategic plan.

Briefing - Harvard Off-site Action Items
Mr. Rich Reed, DSMC Dean of Faculty, provided an implementation plan and milestone schedule for the off-site recommendations. Examples of the actions taken, including development of case studies and lessons learned (current defense programs such as C-17, F-18 and DAM), were presented and how they were integrated into the APMC curriculum to ensure currency. He provided the data on economies and efficiencies that the college has achieved over the last six years. He also briefed the methods that DSMC uses to reduce product costs, to include revised educational methodologies. He went on to discuss the efforts of the college in ensuring students meet qualifications for PM courses. The latter supports the DUSD(AR) policy to ensure that DAU course prerequisites are met. Additionally, he showed that DSMC is actually involved with the other consortium schools in clarifying individual student assessment.

The BoV expressed strong support for the actions DSMC has taken to implement the Harvard Off-site recommendations

Recommendation
None.

Briefing - Program Budget Decision (PBD)
Mr. Reed provided a chronology of PBD 070 that resulted in an OSD study of DSMC. The BoV was impressed by the summary of workload data chart and expressed support for the productivity measures that DSMC has achieved. The measures included number of courses taught, increased student throughput, number of courses developed, research and consulting projects and articles published.

The BoV did question the amount of preparation time associated with teaching hours.

Recommendation
The data on teaching hours, especially its breakdown, needs to be more clearly presented and explained to facilitate better understanding of the numbers.

Action

DSMC develop an approach that more clearly presents and explains the teaching hour breakout.

Briefing - Customer Feedback and Assessment

Mr. Jesse Cox, DSMC Academic Programs Division, provided a briefing on customer feedback and assessment. The purpose of the post-graduate assessment is to develop a process to provide appropriate and timely feedback to help continually improve the quality of DSMC's educational products and services.

Post Graduate surveys were sent to graduates of ACQ 101 (Fundamentals of Systems Acquisition Management Course) and PMT 302 (Advanced Program Management Course), as well as to their supervisors. Mr. Cox presented the data and analysis completed to date. The initial feedback is that the courses rated highly, are meeting the customers needs and are of great value.

The BoV commended DSMC for the process that has been piloted to obtain graduate and supervisor feedback. The BoV commented that the high marks were better than typically seen at the university level.

Recommendation

None, as related to the briefing. However, as previously stated, the purpose of the post-graduate assessment is to develop a process to provide appropriate and timely feedback to help continually improve the quality of DSMC's educational products and services.

1430 **BoV Deliberations and Report** - Mr. Levi stressed the need for the DAU to develop a Strategic Plan for Distance Learning (D/L). Also, include savings generated from the D/L initiatives for reinvestment within the DAU. Mr. Campbell pointed to the need for a D/L vision, including goals and cost avoidance.

1450 **BoV Executive Session** - Mr. Levi outlined the BoV findings:

1. Improve the DSMC Regionalization Briefing; accelerate distance learning implementation.
2. Develop a DAU Strategic Plan for D/L to include vision/goals/objectives
3. Re-do the vision statement to incorporate faculty and take advantage of technology

Dr. Eaton pointed out the need in the transition to D/L for creating faculty development plans and providing incentives (i.e., perhaps time away from teaching?). Also, the DAU must weigh responsibilities versus rewards. There is a morale problem in downsizing, but the teaching model of 500 hours does not seem right.

The use of technology should mean delivering a quality program to greater numbers of students at a reduced cost. This is the investment in the students.

The BoV members wish to meet each quarter for a one day meeting to discuss dynamic issues. Therefore, the next meeting would be February, 1997.

1510 **Adjourn** - motion made to adjourn; seconded and passed.

DECISION:

Approved: _____
Chairman, DAU BoV

Disapproved: _____

Other: _____

ATTENDEES
Defense Acquisition University (DAU)
Board of Visitors (BoV)

Meeting Dates: November 6, 1996
Place: Radisson Mark Plaza Hotel, Hickory Room

BoV
Mr. Donald Campbell
Dr. Lionel Baldwin
Mr. Peter DeMayo
Dr. Gertrude Eaton
Mr. Eric Levi
Dr. Jacques Gansler
Mr. James Gallagher

Absent: Lt Gen Thomas Ferguson, Mr. Charles "Pete" Adolph

DAU Office of the President
Mr. Thomas Crean
Mr. Frank Sobieszczyk
Dr. Lenore Sack
Mr. Joe Wargo
Mr. Bob Wolownik

DoD
Dr. James McMichael
Ms. Jeanne Carney

Consortium Schools
Dr. Linda Brandt
Mr. Joe Burton
Colonel Ronald Leonard
Colonel Henry Meyer
Ms. Shari Durand

DSMC
BG Richard Black *
Mr. Jack Dwyer
CAPT Robert Vernon
Mr. Richard Reed *
Dr. James Price
Mr. Gibson LeBoeuf
Mr. Tony Kausal
Mr. George Krikorian
Colonel Sam Brown

* Only DSMC Representatives at the morning session