

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

Meeting Date: December 1, 1998

Place: Defense Systems Management College (DSMC), Bldg. 184

0900 - **Welcome** - Mr. Thomas M. Crean, DAU President, welcomed the members of the Board and the staff in attendance. Mr. Crean acknowledge our newest school heads in attendance: Robert Childs from the Information Resources Management College and Gregg Kailian from Naval Facilities Contracting Training Center. Dr. Gertrude Eaton, DAU BoV Chairwoman, also welcomed all in attendance.

Mr. Crean mentioned that there are several open positions on the Board and that he would like current members to suggest nominees. Additional diversity in the composition of the Board is desired. He reminded everyone about the tentative 1999 schedule of meetings, in which the meetings are planned for the first Wednesday in March, June, September, and December. Hopefully by setting up a tentative schedule far in advance, members will have a level of flexibility in scheduling other events that will allow them to attend more BoV meetings.

Dr. Eaton indicated that she was reviewing past meeting minutes and her memos that forward the minutes to Dr. Gansler. She wants to develop an agenda of topics that could serve as the basis for a USD(A&T) visit to an upcoming Board meeting.

0910 - **Faculty Presentations of DAU Course Conversions to Distance Learning** - Mr. Crean commenced by saying that everyone involved with DAU's conversion efforts knows that the conversions have not been easy. Four faculty members (MAJ Mike Nelson - ALMC, LTC Sam King - DSMC, Mr. Brett Andrews - AFIT, and Ms. Andrea Garcia - DSMC) made individual presentations on his or her course. The courses represented different phases and different characteristics of conversion. Mike Nelson's course (IRM 101) is a brand new course. It was developed specifically to be delivered over the browser-accessible portion of the Internet known as the World Wide Web ("the Web") using the capabilities of the Web itself. This course is currently up and running. Sam King's course (ACQ 101) is a conversion, albeit not a one-for-one conversion, of a traditional standup classroom course and is currently up and running. Brett Andrew's course (LOG 101) is also a conversion from a traditional classroom course, but with the extra twist of having gone through an interim stage of satellite delivery mode. LOG 101 is in the final stages of conversion for Web delivery. Andrea Garcia's course (ACQ 201) is in the early to middle stages of conversion.

Although each presentation focused on its specific course conversion, several common points were evident. Right up front, people are having problems and they are complaining. It would have been desirable if there could have been a stable operational environment prior to converting any courses, but that was not the case. Some problems deal

primarily with local security at the receiver's installation, along with "restrictions" that local administrators have imposed. Some problems are based on hardware and/or software incompatibilities with the standard to which courses and the operating environment were developed. None is insurmountable. It is imperative that the development team include not only subject matter experts but also instructional team personnel (e.g., faculty, who are steeped in pedagogy) and technical personnel. Training in the delivery of distance learning courses for faculty, administrators, and others should be mandatory. All need to be accountable.

1040 - **BREAK.**

1100 - **BoV & Faculty Panel Discussion/Q&A** - Lots of good questions and lots of good discussion. Online courses were designed to ensure 100% mastery of enabling learning objectives (ELOs) - lowest level of granularity. How do you continue to ensure that mastery while allowing for multiple questions per ELO?

The types of questions used do not really test knowledge; they test recognition. Short essay/discussion type Q&As would be desirable except that the number of students going through the courses preclude this. If only 75-100 students, that might be "doable".

If a student de-registers, this should be a flag that remediation might be in order - but how? In classroom, it's "1 on 1"; can be same over the Web. Faculty member should initiate contact, understand issue(s), remediate as necessary. Faculty need to be instructed on how to utilize to the fullest the reports capabilities of the OSS, specifically in how to help students that are having problems. Explore possibility of backing a student up in a section. Course libraries should be available to students even after they graduate and/or de-register. "Thumb-nail" sketches of course library material should also be made available.

Help desk needs help! A better defined organizational structure is necessary. Right now, all help tickets submitted by a student go to his/her instructor, regardless of whether or not the problem is related to course content. Problems fall into three general categories: hardware at other end; local system administration problems; and "the human" aspect - some people simply don't understand computers! DAU needs a systematic approach to solving these problems. Students and all concerned need a single point of access.

ACQ 201 is very large! Functional input has created this behemoth. This course has the potential for being very good; schools need to make the time of their very best people available for development of this course.

Training of faculty in the "ins and outs" of an online course plus the OSS as it relates to a specific course needs to be scheduled close to when the faculty needs it. Refresher and/or continuous training for the faculty is also critical. Must be aware of various learning styles.

DAU is trying to keep/maintain a data base on all these lessons learned.

1210 - **LUNCH.**

1310 - DAU External Research Program Update - Dr. Mark Nissen, Naval Postgraduate School and Director of the DAU External Research Program, provided an update on the Program. He iterated the intent of the program to be geared toward multi-disciplinary, leading researchers who are already performing acquisition related research. The program is intended to catalyze these researchers to do more research in acquisition. A research Integrated Product Team (IPT) has been formed. The IPT held its inaugural meeting on November 10, 1998. The members have an average of 20 years research experience. Dr. Nissen invited the members of the Board to review his list of suggested research topics and provide feedback.

Lively but friendly discussions ensued and, for the most part, were dichotomous. DoD In-House lab research personnel versus researchers in Universities (Internal vs. External). "Buying" acquisition research which is already in progress versus being more directive in what we want done (catalyze versus 100% fund). We have two market segments: acquisition professionals/executives and acquisition scholars. We don't want to be "too hands off"; pick a few high visibility topics (priced based contracts, ethical issues, Acquisition Reform lessons learned, etc.) that we know will have immediate pay-offs. Perhaps use as an example the narrow focus of the calls for proposals used within the Small Business Innovation Research (SBIR) program. Also, look for research more in the "6.4 and 6.5 areas" rather than the "6.1 or 6.2" areas (applied versus basic research). Other topics included contract pricing versus contract costs. Successfully find topics and bring back answers. Commercial practices!

Mr. James Gallagher (the BoV Liaison with the DAU External Research Program) asked that each member come up with 2 or 3 "hot topics". Several members encouraged the IPT to get the interest and involvement of external professional associations (e.g., National Contract Management Association and National Association of Purchase Managers). There could be dual authorship, one internal and one external author, to help ensure research continues even in times of (perhaps) dwindling funds. The effort also needs the interest and backing at high levels within the DoD.

1410 - Mr. Rich Reed, Deputy Commandant DSMC, reported on the initiative to collaborate with Project Management Institute (PMI) to develop a Defense Project Management Professional certification opportunity for Advanced Program Management Course (APMC) students. The DSMC will publish a document that extends the PMI "Guide to the Project Management Body of Knowledge" to include the knowledge peculiar to Defense projects. PMI will be authorized to use that document as the basis for a commercially available certification as a Defense Project Management Professional. This collaborative initiative aligns well with the BoV's urging that DAU's curricula should support standards of professionalism that include exploring common values and similarities between the DoD acquisition workforce and private industry. In return for DSMC's continued maintenance of the extension document, it is anticipated that PMI will make available certification opportunities to APMC students at an advantageous rate. DSMC will offer APMC students the opportunity to pursue the certification credit under the elective hours of the APMC.

1415 -Mr. Thomas Crean, President, DAU, briefly described the genesis of the DAU transition to a unified structure. He then talked about three issues involving the transition team's report that need to be resolved prior to the USD(A&T) sending the report out for coordination. 1) Long-term assessment of DAU faculty (accomplished internally or externally to the University). 2) The amount of outsourcing for DAU Faculty positions. (Compare recommendations of the Logistics Management Institute's [LMI] Core Faculty Study with the Transition Team's 60:40 in-house/outsource recommendation.) 3) The Executive Board makes recommendations to the President, DAU; should the Board be an external one (à la the BoV) or an internal one (like the Acquisition Career Development Council).

Dr. Jerry Smith (former Dean of the IRMC) has been named as the first Chancellor of DoD Education and Career Development. Mr. Crean has a "solid line" of reporting to Dr. Gansler (for content) and a "dotted line" of reporting to Dr. Smith (for education). There are two vice chancellors: Mr. Crean is the vice chancellor for acquisition and finance, and there will be a vice chancellor for intelligence.

The Board indicated its willingness to help in whatever ways possible to maintain the momentum of the transition. Additionally (in particular regards to the Executive Board), they felt that outside evaluations were useful as input to validation of the University's performance, but not to an individual faculty member's performance. An external perspective could provide some penetrating observations and recommendations. However, all DAU accountability should reside with the President, DAU.

The Board felt that the to be established position of DAU Provost should be encumbered by someone who will be long-term, with no to low rotation expectancy and solid academic credentials. The Provost should also hold a Doctoral degree since so many of the DAU faculty have terminal degrees.

1500 - Mr. Crean closed this meeting of the Board of Visitors.

EXECUTIVE SESSION
Defense Acquisition University (DAU)
Board of Visitors (BoV)
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NOTE: Unless identified as an **ACTION ITEM**, all items/discussion points are considered to be advisory.

1505 - Dr. Gertrude Eaton, Chairwoman, opened the Executive Session.

The Board asked Mr. Crean to invite Dr. Jack Gansler to the March 3, 1999 meeting. Dr. Eaton and Mr. Crean will develop a list of issues and concerns if he is able to attend. (NOTE: Dr. Gansler will be at the March, 1999 BoV meeting.)

Acquisition Reform has brought about much change. There are different models in effect now. How does the Government acquisition workforce relate to its counterparts in private industry? DAU must understand what it needs to be teaching. We may not be preparing our people to function within this new model; this new environment. The Government teaches "what" to do; private industry teaches "how" to do. One of our biggest disconnects is in the area of needs assessment - who are our people resources and what do they need to know. DAU should perhaps look to corporate universities (e.g. Motorola University) that have been successful in fitting their needs to their training. DAU could bring in a couple of companies that are progressive in relearning.

The acquisition workforce is decreasing and aging, all at the same time. We need to uncover exactly what skills are needed within the workforce. The current composition of the workforce does not seem to match what is needed according to the new paradigm. We continue to hear about the reform visions from high levels within the DoD, but the day-to-day processes are still done the same old way. Senior leaders have not been sufficiently proactive in getting their vision of how the system should work out to the levels where it can be implemented.

DAU is an educational enterprise. We are like a corporate university and need to take lessons from the successful ones. We must remain cognizant of how people learn and how best to apply pedagogy to adult learners with adult educators.

DAU is on the verge of some really great educational possibilities with its Distance Learning efforts. DAU must establish and maintain high standards for the students plus high standards for its faculty. The Board encourages the USD(A&T) to voice his support for Distance Learning where and when possible. The Board would like to be updated on DAU's DL progress once or twice a year.

The Board feels that it would be in the best interests for the entire Defense Acquisition University for a career civil servant to be the University's Provost.

1600 - Adjourn

DECISION:

Approved: John T. Michel
for Chairperson, DAU BoV FEB 03 1999

Disapproved: _____

Other: _____

ATTENDEES
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Ft. Belvoir, Virginia

BoV

Mr. Charles Adolph
Dr. Gertrude Eaton
Mr. James Gallagher

Mr. Stephen Ayers
LGEN Thomas Ferguson
Mr. Sean O'Keefe

Mr. Peter DeMayo
Dr. Ronald Fox

Absent: Dr. Lionel Baldwin, Mr. Donald Campbell, Mr. Eric Levi,
and Mr. Robert Murray

DAU Office of the President

Mr. Thomas Crean
Dr. Lenore Sack
Mr. Joe Wargo

Mr. John T. Michel
Mr. Frank Sobieszczyk

DoD

Mr. Brett Andrews
Mr. Bill Hauenstein
Dr. James McMichael

Ms. Andrea Garcia
LTC Sam King
MAJ Mike Nelson

LTC Dave Goss
Ms. Peggy Mattei
Dr. Mark Nissen

DAU Consortium Schools

COL Rod Berlin
Mr. Richard Graham
Ms. Barbara Mroczkowski
MAJ Ray Ward

Dr. Linda Brandt
Mr. Greg Kailian
Mr. Richard Reed

Dr. Bob Childs
Mr. Ken Keshishita
Ms. Donna Stoffer