

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

Meeting Date: December 1, 1999

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

0905 - **Welcome** - Mr. Thomas M. Crean, DAU President, welcomed the members of the Board and the staff in attendance. Mr. Crean introduced the newest member of the Board of Visitors - Ms. Karen Wilson, Vice President for Government Finance and Process Excellence, Allied Signal, Inc., and welcomed back our other new member - Dr. Wendell Holloway, Interim President, Bowie State University. Dr. Gertrude Eaton, Chairwoman, also welcomed all in attendance.

0915 - **DAU Transition** - Dr. Gansler (USD(A,T&L)) approved the transition plan from an academic program perspective in August, 1999. Dr. Hamre, Deputy Secretary of Defense, approved the functional transfer (positions and personnel) on October 22, 1999. A Program Budget Decision (PBD) has been written and coordinated, on, but not yet signed (DRID 51).

Personnel will begin transitioning to the unified DAU in the second pay period of January, 2000. All faculty personnel at Defense Systems Management College (DSMC), Naval Center for Acquisition Training (NCAT), and Naval Facilities Contracts Training Center (NFCTC) will transfer to DAU since DAU was already fully funding those billets. Faculty personnel at Army Logistics Management College (ALMC) and Air Force Institute of Technology (AFIT) will be transferred on some form of "pro rata" basis, since DAU did not fully fund billets at those two schools. Some faculty will transfer to Title X positions, others will remain Civil Service.

All faculty being transferred are deemed or considered "qualified" at the present time. However, DAU cannot continue to do in the future what it has done in the past. This will require that the faculty "change". DAU must describe what it means for its faculty to be "world class". The Deans of the four DAU campuses are working on standards, which will be available for review by the Board and others by December 15th. There will be three criteria: graduate level degree; certified in the DAWIA career field above the level in which they are teaching; and practical experience. It is crucial that these criteria be explicitly and clearly written to help ensure that faculty know what is expected of them. There will be four basic levels of faculty, with steps within each level. Evaluation will also include a measurement of the faculty member's value to the DAU organization.

DAU is embarking on a new beginning with the resources that we have. We need to change, but, realistically, change is not going to happen overnight. The criteria do not need to be finalized before we start transitioning people. The criteria do need to address potential concerns on the part of faculty who were deemed qualified when they transitioned, but 6 months down the road are rated not qualified by the new criteria.

Sharing the plan with the faculty (while it is being written) will foster "buy-in" on their part, plus feelings of ownership. Sharing the plan with the BoV and other "outsiders" (e.g., University of Phoenix) will provide objective input and critique.

Recently a Memorandum of Agreement (MOA) between USD(A,T&L(AR)) and the Office of Federal Procurement Policy (OFPP) has been signed that will allow for cross-crediting for DAU-like courses taken at civilian agencies. We cannot hold DAU up as the panacea for all acquisition courses; DAU can learn from contractors. As long as the Terminal Learning Objectives (TLOs) and the Enabling Learning Objectives (ELOs) are met, DAU does not care how or where they are taught. DAU must address what aspects of its training mission need to be kept internal and what aspects can be competitively sourced. DAU's goal is a 70:30 faculty to support ratio.

#### 1030 **BREAK**

1045 **Strategic Planning/Vision** - BG Frank Anderson presented on "Acquisition Education 20/20" and described how it afforded us a unique opportunity to structure DAU for the 21st Century. We cannot be successful tomorrow if we continue to do what we did in the past. The way in which we train the acquisition workforce has to be an every evolving process, not just a "one time" document. DAU's mission includes both education AND training. DAU is presently constructing pathways, via the unified structure and the strategic planning process, that will help us develop and deliver courses that are first to market and highly relevant. DAU will reach its 150,000 member workforce by smart use of technology. Our bottom line is our customers - our students. DAU will deliver the right education/training to the right people in the right place and at the right time.

DAU must remain cognizant that without a revolution in acquisition training, there can be no revolution in business affairs. DAU wants a better understanding of how to outsource and privatize. Government and private industry view business differently. We need to be able to improve rapidly. We cannot be lulled into believing that a complete set of "best practices" is being collected and deposited into the heads of DAU faculty; it just isn't happening. A truly "world-class faculty" will be teaching practitioners, renewing contacts outside academe, dealing with real-life acquisition problems, finding out what works and what doesn't work, collecting lessons learned, and bringing these lessons back to be incorporated into their courses.

1115 **External Acquisition Research Program** - Dr. Mark Nissen described the first year of the EARP as a successful one. He sees the program not as a bureaucratic endeavor but as an entrepreneurial effort. The program will be a catalyst to more acquisition research, seeking out seed money and venture capital vice government funding to keep it alive. A "bottoms-up" search for topics is how to get the acquisition professionals more fully involved with this program. The research proposals submitted to date for the FY 2000 round have been quite impressive, covering multiple perspectives. It is anticipated that awards will be made in March, 2000. There will be two market segments and timeframes.

1140 **"Arming the Eagle"** - Mr. Dave Scibetta, with Mr. Wilbur Jones (author of "Arming the Eagle") presented autographed copies of the book to Ms. Donna Richbourg, PDUSD(AR), Mr. Tom Crean, President, DAU, Dr. Gertrude Eaton, Chairwoman, DAU BoV, and Board Members. The book covers 50 years of systems acquisition.

1145 **LUNCH**

1300 **GAO Report on "Best Practices" on DoD Training** - Discussion focused on four areas: 1) the report itself; 2) DoD Acquisition Reform Initiatives; 3) Acquisition Education and Training; and 4) the DoD acquisition workforce.

THE REPORT: DoD has no real problem with the report. DAU worked very closely with the Government Accounting Office (GAO). OSD concurred with the report's approach and with its comments. The report clearly highlights the need for targeted training. DAU should consider taking-on the targeted training mission and should work more closely with program offices. This collaboration could help accelerate the implementation and understanding of acquisition reform initiatives. DoD needs to respond to GAO with a plan on how to implement the report findings within DAU.

DOD ACQUISITION REFORM INITIATIVES: There appears to be too many initiatives and they are all "lumped" together with no apparent prioritization. Many leading companies may have only 6 or 7 "best practices" and they try to clearly show which ones have higher priority. Part of the problem within DoD is that we are inundated with many different new ideas from different leadership perspectives. Also, it is difficult to narrow our focus when no good idea is bad. There is a lack of a consensus within the Acquisition community of what is needed. Unfortunately, with so many "good ideas", we wind-up not doing any of them particularly well. We need to find out where our largest return on investment is. DAU needs to identify a limited number of initiatives, prioritize these initiatives, and then report up the chain of command "Here is our prioritized list of initiatives and this is what we are going to do unless told otherwise." The identified initiatives should have major impacts on DoD acquisition and that is where DAU needs to have and or develop training ability. We must keep in mind that the vast number of initiatives is not an excuse for doing nothing.

ACQUISITION EDUCATION AND TRAINING: Training occurs in many places. We need to think through the totality of how DoD gets training to everyone. We need to identify enduring priorities and then integrate these priorities into our acquisition training efforts. We are in the midst of fundamental changes in how we do acquisition. Some things related to these changes can be changed by DAU and its training; other things are on the Services' and OSD's shoulders.

DAU's training activities encompass three areas. There are some generic facts of acquisition that need to be conveyed to the acquisition workforce. There is also a body of acquisition knowledge that the workforce needs to be "certified". Often this kind of training is dependent on a faculty member's ability to deal with generic acquisition problems over and over again in a broad sense. This demands that our faculty go out into the field, visit the program offices to accumulate this information. Then they need to find a way to simulate these findings and to convey these findings through such methodologies as case studies. Unless you have faculty with this kind of practical

knowledge you aren't going to have students who have a good feeling about their ability to handle acquisition problems. The third area would be specific training in acquisition reform initiatives. Our faculty should not allow this kind of training to disrupt the core acquisition training nor be viewed as an end goal. They need to teach not just an awareness of the initiatives but a "why" and a "how to" regarding the initiative. They need to convey the core thought behind why we are changing. The faculty are facing problems involving pedagogical, cultural, and communication problems in addition to cynicism.

As called for by the AET PAT report, the President and Vice-President DAU are ultimately responsible for how well all of these aspects of acquisition reform and acquisition training are accomplished in the DAU classroom. They will have to assess the total playing field, surveying all elements of the organization. We truly have a unique opportunity to effect change, to do things differently than we ever have in the past. The challenge for the President and Vice-President will be how to effectively pull all resources together. The DAU faculty are the resources and they are the ones who will be evaluated on well the job is being done. The faculty, though, have to be aware of what it is they are being evaluated against. They need to be "incentivized" and made a part of DAU's change process. When people invest of themselves in an effort, they take on a feeling of ownership and have a stronger commitment to making the change work. The faculty need to start thinking differently and working together more. Collegiality is always preferable to a "hammer".

DoD ACQUISITION WORKFORCE: The entire acquisition workforce also needs not only to change but also to know why we are changing. Acquisition education and training should help the acquisition workforce. This could come about through targeted training that is more "process" focused versus "subject" focused. Faculty teams should go out into the program offices when there is a major milestone due, or the Request for Proposals is being written, or any other significant point in the acquisition process. They could provide targeted training on some reform initiative (or initiatives) that is being faced by the program office at that point in the process. DAU needs to build up some good "PR" (Public Relations) so that DAU could become a helper of choice for the program offices. Graduates of the Advanced Program Manager's Course (APMC) and the Executive Program Manager's Course (EPMC) could be good sources of when is the best time to approach a program office to see if DAU faculty could be of assistance.

1430 **DAU BoV Private Collaboration Virtual Campus** - Mr. Frank Sobieszczyk demonstrated how to access the private collaboration area of the DAU virtual campus. Board members will have (out-going only) e-mail capabilities, threaded discussion forums, in addition to being able to take DAU online courses.

1450 **Break**

**EXECUTIVE SESSION**  
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1450 - **Executive Session** - Dr. Gertrude Eaton opened the Executive Session.

The overriding sentiment in the executive session was that we are at a very opportune time regarding affecting change. We do not want to lose momentum nor focus nor support that all seem to be convergent at this time. The GAO "best practices" report pointed out some important areas that DAU can and should be moving into regarding acquisition training. The transition process has begun. The Board wants to be very much involved in and kept abreast of the transition progress, criteria for "down the road" evaluation of faculty, and DAU's plan to implement recommendations from the GAO report.

The Board feels that the more "eyes" that can review the implementation plan, the better. Reviewers can and should be from within (including faculty members) and without (the BoV, other corporate universities, anyone who teaches "practitioners") DAU. Even with all these reviewers, this does not have to be long process.

Again the growing importance of services contracts was discussed. Fifty percent (50%) of government procurement is for services. In FY 1998, more money was spent on services than on hardware. The current state of well executed services contracting is barely adequate.

The Board would like to see formalized, in maybe a paragraph or two, what DAU understands a "world class" faculty to be and what is expected of it.

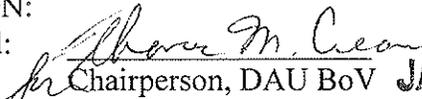
DAU can make excellent use of its faculty and gain at least two benefits. By assembling a faculty team that could go out and perform targeted training within a program office at a selected point the acquisition process, DAU would gain greater notoriety as an acquisition resource. Additionally, though, the team could also be gathering information that will be current and helpful and could be incorporated into their courses. Picking the right program office at the right time could be tricky. Communication is most important. The program offices have got to "want help". This could be smart; it could be doable. But DAU must not detract from DAU's key core training.

**ACTION ITEMS:** Schedule Ms. Jeanne Meister (Corporate University eXchange) and two FY 1999 EARP recipients to present status reports for March, 2000 meeting.

1510 - **Adjourn**

DECISION:

Approved:

  
Chairperson, DAU BoV JAN 10 2000

Disapproved: \_\_\_\_\_

Other: \_\_\_\_\_

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

Meeting Date: December 1, 1999

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

**BoV**

Mr. Charles Adolph  
Mr. Peter DeMayo  
Dr. Ronald Fox  
Mr. Eric Levi

Mr. Stephen Ayers  
Dr. Gertrude Eaton  
Mr. James Gallagher  
Ms. Karen Wilson

Dr. Lionel Baldwin  
LGEN Thomas Ferguson  
Dr. Wendell Holloway

Absent: Mr. Robert Murray, Mr. Sean O'Keefe

**DAU Office of the President**

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

Mr. John T. Michel  
Mr. Frank Sobieszczyk  
Mr. William Peratino

**DoD**

Mr. Keith Charles  
Ms. Donna Richbourg

CAPT Gary Hithon

Dr. James McMichael

**DAU Consortium Schools**

BG Frank Anderson  
Ms. Denise Dunson  
Dr. Greg Kailian  
Dr. Richard Murphy

Dr. Linda Brandt  
Mr. Richard Graham  
Mr. Ken Kishishita  
Ms. Barbara Mroczkowski

Dr. Bob Childs  
COL Sam Jones  
Dr. John Matherne