

**MINUTES**  
**Defense Acquisition University**  
**Board of Visitors**  
**September 15, 2010**  
**Huntsville, Alabama**

**Welcome.** General Tuttle, Chairperson, and Dr. McMichael, Acting President, DAU welcomed the Board members and DAU senior leadership and staff.

**Minutes.** General Tuttle confirmed that the minutes of the Board's May 19, 2010 meeting were approved on June 14, after a Board review via e-mail. The minutes stand as written.

**DAU Strategic Planning Discussion: Organizational Assessment.** Mr. Joseph Johnson, Chief of Staff, DAU, led a discussion about the DoD efficiency initiatives directed by the Secretary of Defense and DAU's organizational assessment. DAU has completed Phase I, the baseline, and is conducting Phase II, an assessment and prioritization of missions and functions. Phase III will be a list of recommendations for restructuring and reallocating manpower, personnel, budget, and management, for which Mr. Johnson sought the board's insight and advice. The Board specifically recommended that DAU maintain its FY10 billet and funding authorization levels in order to provide the expanded Contracting Officer's Representative, contingency contracting, services acquisition, and requirements management training to the non-statutory acquisition workforce; enhance mission assistance to Major Defense Acquisition Programs at critical points in the acquisition life cycle; and simultaneously increase the number of Defense Acquisition Workforce Improvement Act course graduates as required by the Secretary's acquisition workforce growth strategy and workforce quality initiatives. In addition, DAU should continue its learning asset delivery methods; retain centralized learning asset design, decentralized course delivery, and the specialized School for Program Managers.

**Contingency Contracting Testimony.** Dr. McMichael shared with the Board his prepared testimony for the Commission on Wartime Contracting and sought their comments. The Board offered recommendations on the format of the introductory comments and suggested Dr. McMichael add specific information about the just-in-time training DAU provides prior to deployment and to assets in theater, and convey customer feedback on the effectiveness of that training if available.

**DAU South Region Highlights and Facilities Tour.** Mr. Jim McCullough, Dean, DAU South Region, provided the Board a tour of the new campus facility, including classrooms, meeting rooms, technology capabilities, break-out and collaboration areas, video-teleconferencing rooms, office space, and a fitness center. He then explained

some of the impacts of the 2005 Base Realignment and Closure on the region's customer base.

In response to a previous Board recommendation that DAU create learning assets on defense economics (understanding industry), Mr. McCullough provided Board members with a copy of a white paper that breaks the material into knowledge objects.

Finally, Mr. McCullough discussed some of the region's mission assistance efforts: the Globemaster III (C-17) sustainment transition support; the Smart Shut-down initiative for programs; a Specialty Engineering Partnership with the U.S. Army Aviation and Missile Research, Development and Engineering Center; and the Warner-Robins/DAU Education partnership for Contracting.

**Services Acquisition Training.** As a result of a previous Board request, Mr. Lyle Eesley, Director, Service Acquisition Center of Excellence, briefed the Board on DAU initiatives in the area of services contracting. These new learning assets have been developed using Section 852 funding. DAU has completed 38 Service Acquisition Workshops (SAWs), training over 600 people. Delivering hands-on training otherwise not available, SAWs assist acquisition teams in developing better performance requirements and acquisition strategies. Participant feedback has been outstanding. In the course of the discussion of the deplorable state of understanding of services acquisition among participants at the outset of the SAWs, the Board decided to recommend the establishment of certification standards for contracting officers and program managers responsible for complex, long term services acquisition programs and training comparable to that provided for weapons systems program managers and contracting officers.

Mr. Eesley then described another innovative initiative that delivers training at the point of need: the Service Acquisition Mall (SAM). Using a common taxonomy tailored for the type of service needed, SAM contains 3-6 minute training segments delivered in narrated videos and downloadable MP4 files, as well as templates and guides to be used in conjunction with the training.

He reported also that DAU is producing an online Performance Work Statement (PWS) development tool that uses a standard PWS template linked to a common taxonomy of performance objectives and standards associated with the type of service being acquired. This tool will be available in SAM after field-testing.

**The Board complimented the DAU Staff on its continuing focus on the efficient improvement of its learning products and responsiveness to the changing nature of defense acquisition—especially filling the services acquisition knowledge void. The Board recommends that DAU identify a means for providing permanent funding for this effort, perhaps with cost savings from other areas.**

**Next Meeting.** The next board meeting is scheduled for January 26, 2011, at the DAU West Region campus in San Diego, California.

**DECISION:**

Approved:



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Chairperson, DAU Board of Visitors

Date:

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October 8, 2010

**ATTENDEES**  
**Defense Acquisition University**  
**Board of Visitors**

Meeting Date: September 15, 2010  
Huntsville, Alabama

Board Members:

Ms. Susan Cote, Vice President, Corporate Contracts, Pricing, and Supply Chain,  
Northrop Grumman Corporation  
Mr. Norman Kamikow, President and Editor in Chief, MediaTec Publishing, Inc.  
Mr. Carl Salzano, Vice President, Acquisitions, Booz Allen Hamilton  
GEN William G.T. Tuttle, USA (Ret), Consultant  
RADM Lenn Vincent, USN (Ret), Industry Liaison  
Gen Ron Yates, USAF (Ret), Consultant

DAU Personnel:

CAPT Scot Abel, Deputy Director, Learning Capabilities Integration Center  
Ms. Kelley Berta, Executive Secretary, DAU Board of Visitors  
Mr. Bob Daugherty, Dean, DAU Capital and Northeast Region  
Mr. Lyle Eesley, Director, Services Acquisition Center of Excellence  
Dr. Chris Hardy, Director, eLearning and Technology Center  
Ms. Bobbi Hess, Planning, Policy, and Leadership Support  
Ms. Meg Hogan Roy, Director, Human Resources  
Mr. Joseph Johnson, Chief of Staff  
Mr. Jim McCullough, Dean, DAU South Region  
Dr. Jim McMichael, Acting President  
Mr. Dave Scibetta, Director, Operations Group  
Mr. Tim Shannon, Director, Learning Capabilities Integration Center  
Ms. Barbara Smith, Dean, DAU Mid-Atlantic Region  
Mr. Travis Stewart, Dean, DAU Midwest Region  
Mr. Mark Whiteside, Director, Performance and Resource Management  
Dr. Roy Wood, Dean, Defense Systems Management College – School of Program  
Managers  
Mr. Andy Zaleski, Dean, DAU West Region

Guests:

Mr. Christopher Raymond, Vice President, Business Development, Boeing Integrated  
Defense Systems