

jectives and metric topics and the integrated or derived list of objectives and metric topics prepared by the staff.

On Sept. 12, 2000, the Metrics of Excellence Steering Group endorsed the process used to move from the standards to the derived objectives and metric topics for academic quality, and encouraged the staff to proceed with the final step in the metrics development process: the actual development of a measurement system. Notwithstanding, the Steering Group also expressed its desire to expand the standards, objectives, and metric topics for faculty to also include staff. The Chancellor's staff made the necessary changes, and noted that standards and attendant objectives and metric topics for academic quality now exist for curriculum, faculty and staff, and student support services.

Quality Levels as Metrics

The greatest challenge of the Academic Programs Division was the creation of metrics for the objectives and metric topics. Baseline quality levels were developed for each of the three major groups of standards – curriculum, faculty and staff, and student support services. In developing the draft quality levels for review by the AQWG, the staff once again used guiding principles that became the measurement philosophy for this project. Accordingly, the staff determined that measurement is all of the following:

- Self-Reflective
- Flexible
- Serious but not onerous
- Designed for improvement, but not proscriptive
- Reflects engagement and commitment.

The five quality levels were prepared for AQWG in each academic quality area as the first iteration or baseline metrics. These quality levels tended to focus on learning outcomes in the areas of curriculum and student support services, and addressed terms and conditions for faculty and staff. Other characteristics of the quality levels are that they accommodate traditional as well as distributed learning; they reduce institu-

tional burden; they promote consistency; and they allow for peer review and third-party audits.

Process and Product

The process of the Academic Programs Division on MEP that led to the development of standards, objectives, metrics, and levels of quality in three broad areas – curriculum, faculty and staff, and student support services – resulted in a much-needed product for use in enhancing and affirming the academic quality at DoD civilian post secondary institutions. The process and product were in response to the general charge to the Chancellor by former Secretary of Defense Cohen: The project, which addressed academic quality, was designed primarily to enhance the educational experiences and personal learning of students in these institutions by focusing on their meeting standards for curriculum, faculty and staff, and student support services.

Model Soon to be Validated

The model used in the MEP to ensure high-quality civilian post secondary education and professional development programs was based on key elements of the Banta, Baldrige, and CHEA Models. The 11 quality standards generated from this project are consistent with those of external accrediting bodies.

Additionally, the MEP model for institutional excellence is an all inclusive, self-improvement, and auditable model that stresses student outcomes, institutional processes, terms and conditions for faculty and staff, and stakeholder involvement in assessment. The Metrics of Excellence Project model will be validated and then presented as the DoD model for high-quality civilian post secondary education and professional development.

Editor's Note: The authors welcome questions or comments on this article. Contact Anderson at Andersbj@osd.pentagon.mil; contact Popelka at Popelkba@osd.pentagon.mil.

Fiscal 2000 Refined Packard Acquisition Workforce Count Now Online

The Department of Defense Key Acquisition and Technology Workforce Report for fiscal 2000 is now online at <http://www.acq.osd.mil/ar/#count>. The report provides an overview as well as summary data on the numbers of personnel serving in key positions throughout the acquisition and technology workforce for fiscal 2000. Based on Defense Manpower Data Center data, the fiscal 2000 workforce consisted of 135,014 civilian and military personnel as of Sept. 30, 2000.

The report is third in a series of reports initiated by the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, and prepared by Jefferson Solutions (Solutions), a division of the Jefferson Consulting Group. Solutions' May 1999 and May 2000 reports sized the fiscal 1998 and 1999 workforces at 146,071 and 138,851, respectively.

COMMERCIAL OPERATIONS & SUPPORT SAVINGS INITIATIVE (COSSI)

The Commercial Operations and Support Savings Initiative (COSSI) is seeking innovative ideas for using commercial technologies to reduce the operations and support costs of legacy systems. For information on how to submit a proposal see: <http://www.acq.osd.mil/es/dut/cossi/FY02/Index.htm>.