

MINUTES
Defense Acquisition University
Board of Visitors Meeting
February 12, 2014
Fort Belvoir, Virginia

Welcome. General William Tuttle, Chairperson, and Mr. James Woolsey, President, DAU, welcomed the Board members, DAU leadership, and staff.

2013 Year in Review. Mr. Joseph Johnson, Chief of Staff, provided an overview of DAU accomplishments of 2013. This included status of completion of FY13 Organizational Performance Plan tasks, as well as metric data related to delivery of DAU learning assets. The University successfully minimized the training disruptions created by furloughs throughout DoD and course completions were only slightly impacted. In addition, organizational restructuring streamlined the management of DAU's learning assets development. Mr. Johnson also reviewed some of the internal personnel changes resulting from senior leadership retirements. Professional development efforts and a sound succession planning program created a strong group of internal candidates who successfully competed for these positions.

DAU is increasing its use of Kirkpatrick Levels III and IV assessments for more insightful feedback from students and their parent organizations. It is expected that the feedback will help DAU further enhance course updates and modifications. Mr. Johnson explained the evolution of the DAU Performance Learning Model (PLM), which supports the University's foundational (individual) learning as well as workplace (organizational) learning. A slight reduction in course completions is, in part, a result of a lower demand rate, which can be attributed to the University's success in meeting the training needs of the Defense Acquisition Workforce through effective implementation of the PLM.

The Board discussed DAU's greater use of distance learning in entry-level courses than in advanced courses, asserting that recent research would indicate the opposite may be more effective. DAU will explore multiple alternative delivery methods within course pilots scheduled for 2014.

Understanding Industry, a course developed by DAU when the need was identified by the Board, was offered 7 times in 2013, and will be offered 11 times in 2014. DAU has received requests for 700 seats in that course for 2015. When the Board discussed whether it should be a required course, Mr. Tim Shannon, Director, Learning Capabilities Integration Center, explained that tailored elements of the course are being incorporated into other required DAU courses, such as PMT 401. A few seats in each offering are reserved for industry personnel, which the Board fully supports.

DAU offered 41 Services Acquisition Workshops (SAW) in 2013. The workshops are so successful that the Under Secretary of Defense for Acquisition, Technology, and Logistics made it policy that personnel involved in all services acquisitions above \$1 billion must complete a SAW.

Knowledge sharing assets continue to grow in use and popularity. Page views, contact hours, and contributions all increased over years past.

Major initiatives for 2014 include promoting AT&L priorities by aligning curriculum with DoD Instruction 5000.02, reviewing implementation of Better Buying Power 2.0, and providing rapid deployment training at all major acquisition commands; transitioning to the new Student Information System; initiating development of Acquisition Workforce Qualification Initiative training materials; and conducting more intact team training for Major Defense Acquisition Programs and Services Acquisition Workshops.

The Board suggested DAU consider more leadership training for civilians, like that offered in the Senior Service College Fellowship, and emphasized the need for more intact team training for better acquisition outcomes. DAU will consult with the Directors of Acquisition Career Management to identify leadership training already offered and define additional requirements.

Massive Open Online Courses (MOOCs). Major General Erv Lessel, USAF, Ret, now a Director at Deloitte, along with Mr. Tim Shannon and Ms. Rebecca Clark, provided the Board an overview of what MOOCs are and how they compare to DAU offerings. Ms. Clark, who has experienced both MOOCs and DAU courses – as a student and as the former manager of the DAU Continuous Learning Center – addressed the characteristics and benefits of MOOCs and the types of learners they attract. General Lessel discussed how industry is using them and involving their employees in them, either as developers or learners. He also explained their place in the continuum of non-traditional learning.

Although MOOCs have low completion rates, the training is targeted and provided at the point of need. Participants experience peer-to-peer learning and get instant feedback from other participants. Delivery is anywhere, anytime, consistent with the mobile environment in which this generation of learners lives and works.

Motivation includes everything from simple curiosity to expanding horizons to personal/professional development – a matter of personal enrichment. Results are not as measurable as certification or degree programs. The benefits include social learning at no cost and ready access to new skills. This kind of networking is essentially a blend of the existing continuous learning and knowledge sharing elements of DAU's PLM.

The Board cautioned that the competition in MOOC development and delivery is financial, not instructional. Also, in training and education, the effectiveness of a learning event typically rests with the instructor; here, the design, delivery, and platform are as important as the instruction itself. Evidence shows that the interaction with an instructor is more beneficial and of higher quality.

Knowledge Repository Update. Mr. John Higbee, Director, Mission Assistance and Knowledge Repository, explained the efforts to reconstitute the Acker Library collection into virtual resources after the loss of Building 207 to fire. In planning the transformation, DAU

adopted the more fitting term ‘knowledge repository,’ which, by definition includes assistance, 24/7 access, usability, and massing information.

Part of the transformation involved acquiring the right staff to do the right work. Reference Librarian Mary Klemmt provided the Board a demonstration of the new KR Web site under development, to include several search capability features.

The Board recommended working with the Instructional Systems Designers on the DAU staff to target the types of information to be provided. The Board also recommended building research requirements into courseware, target outcomes, and provide what is necessary to improve job performance for acquisition workforce.

Knowledge Repository Web site Working Group. This session was postponed due to the impending inclement weather.


Action Items:

1. The next meeting of the Board is May 21, 2014 at Fort Belvoir.
2. The Board will continue to provide insight on DAU initiatives and programs.

Summary of Recommendations:

1. Explore alternative delivery methods in 2014 pilots
2. Consider more leadership training for civilians
3. Include Instructional Systems Designers in developing the new MA/KR Web site

DECISION:

Approved: 

Chairperson, DAU Board of Visitors

Date: February 27, 2014

ATTENDEES
Defense Acquisition University
Board of Visitors

Meeting Date: February 12, 2014
DAU Headquarters, Fort Belvoir, Virginia

Attending:

Ms. Kelley Berta, Executive Secretary, DAU Board of Visitors
BGen Michael Brogan, USMC (Ret), Senior Vice President, ManTech International Corporation
Dr. Kevin Carman, Dean, DAU West Region
Ms. Rebecca Clark, LAPS and Mobile Technology Project Manager, DAU
Mr. Leo Filipowicz, Director, Operations Group, DAU
Ms. Judy Fleming, Acting Dean, DAU Capital and Northeast Region
Mr. Curt Gray, Senior Vice President, Human Resources, BAE Systems
Dr. Chris Hardy, Director, DAU Global Learning & Technology Center
Mr. John Higbee, Executive Director, DAU Mission Assistance/Knowledge Repository
CAPT Mike Hocker, USN, Deputy Director, LCIC Business Systems, DAU
Ms. Meg Hogan Roy, Director, Human Resources, DAU
Mr. Scott Ilg, Acting Dean, DAU Mid-Atlantic Region
Mr. Joseph Johnson, Chief of Staff, DAU
Ms. Mary (Tuke) Klemmt, Reference Librarian, DAU Knowledge Repository and Acker Archives
Maj Gen Erwin Lessel III, USAF (Ret), Director, Deloitte Consulting LLP
Mr. Mark Lumb, Dean, DAU South Region
VADM Wally Massenburg, USN (Ret), Senior Director, Mission Assurance Business Execution,
Raytheon Integrated Defense Systems
Dr. Jim McMichael, Acting President, DAU
Dr. Allison Rossett, Professor Emerita, San Diego State University
Mr. Tim Shannon, Director, DAU Learning Capabilities Integration Center
Mr. Travis Stewart, Dean, DAU Midwest Region
Dr. Kurt Stonerock, Dean, College of Contract Management
GEN William G.T. Tuttle, USA (Ret), Consultant
RADM Lenn Vincent, USN (Ret), Industry Liaison, National Defense Industrial Association
Mr. Mark Whiteside, Director, DAU Performance and Resource Management
Dr. Roy Wood, Dean, DAU Defense Systems Management College
Mr. James Woolsey, President, DAU
General Ron Yates, USAF (Ret), Consultant