

**MINUTES**  
Defense Acquisition University  
Board of Visitors Meeting  
May 21, 2014  
Fort Belvoir, Virginia

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

**DAU Update:** Mr. Woolsey announced the latest awards DAU has received – the 2014 Chief Learning Officer LearningElite Top 10 award in April 2014, for which there were more than 200 nominations, and the ASTD Excellence in Practice citation in May 2014. DAU hosted a Council on Occupational Education (COE) reaffirmation of accreditation site visit in March 2014; the visiting team submitted its report to the COE Commission and DAU expects a decision from the Commission in September. The visiting team awarded DAU three commendations in the following areas: Educational Programs, Strategic Planning, and Physical Resources.

An extensive collection of data reveals the popularity of DAU Mission Assistance offerings. Feedback from graduates of the PMT 401 Program Managers Course, senior leaders in the Pentagon, and other members of the acquisition workforce convey the value of Mission Assistance in all stages of the acquisition process.

Mr. Woolsey relayed both positive and negative observations regarding student participation in training, student attitudes toward training, and the challenges of generational learning. In an era of reduced budget resources, DAU leadership strives to implement continuous improvement while cutting costs.

**Professionalizing the Total Defense Acquisition Workforce:** Mr. Woolsey asked the board to examine the challenges from the Under Secretary of Defense (USD) for Acquisition, Technology and Logistics (AT&L) in the Better Buying Power initiatives. A *Defense AT&L* magazine article authored by the USD(AT&L) summarizes the expectations of an acquisition professional.

In an effort to define “professionalism” and determine what success would look like if the acquisition workforce were more professional, the board discussed several points:

- DAU’s mission is to teach the processes of acquisition and DAU does an exceptional job of that. Graduates need to know those processes in order to be good acquisition professionals. The challenge now is getting students to the next step – learning how to employ critical thinking skills to make sound acquisition decisions. Mission assistance efforts help fill that gap. They directly relate to the customer’s specific need, involve experiential learning, and help people get to the next phase through creative thinking and good judgment.
- Culture emanates from the top. Only leaders can remove the bureaucratic restraints and create a culture that values critical thinking and responsible risk-taking. We must create a culture of helping one another improve vs. punishing for mistakes. Greater involvement from senior

leaders in the Services can help personnel understand the relevance of what they do and communicate the value of the acquisition profession.

- The workforce receives mixed messages at the policy level, e.g., competing at all costs, spending all of this year's budget or losing it next year. Outcome metrics drive performance. When the culture encourages responsible risk-taking and the workforce can trust there will be top cover, creative acquisition strategies can result.
- It is important to build professional teams, not just professional individuals; the team aspect of acquisition should be reinforced throughout the acquisition lifecycle and during training. Members of the Senior Executive Service and flag officers must set the tone for acquisition teams.
- One of the continuing challenges is that many who propose requirements do not understand the unintended consequences of their requests/changes. We must educate the personnel defining and changing requirements – when they understand the costs of their changes, it's eye-opening. Programs are more likely to succeed if all relevant participants understand the common goal and their role in making it happen.
- Understanding industry benefits the government. Building healthy relationships through appropriate interactions, candid communications, and soliciting contractors' ideas, the contractor and government both understand their uniqueness and their shared objectives. This creates an atmosphere for more open dialogue that can lead to positive outcomes on both sides.

Mr. Woolsey concluded the discussion by identifying what DAU is doing to address the issues so far identified by the board. Case studies are being incorporated in more areas and advanced courses are being created for more career fields. DAU currently uses experiential learning, case studies, workshops, and mission assistance to foster team learning and focus efforts on acquisition outcomes.

The Board suggested that the USD(AT&L) encourage the Service Acquisition Executives to get engaged personally; visits from Service chiefs and lectures on leadership would prompt thinking beyond processes. Many award-winning organizations use their CEOs to teach leadership. Constant visibility is important; events like the Senior Leader Acquisition Training conference were helpful in providing opportunities for these activities.

The Board considered the value of current program managers in the classroom to discuss real-time case studies, milestones, and decision points. The faculty could perform the role of referee in classroom disagreements and exploit such opportunities to demonstrate the educational value of examining all points of view.

**Workforce Qualification:** Ms. Barbara Smith, Project Lead for the Acquisition Workforce Qualification Initiative (AWQI), provided an update on the effort that was introduced via the Better Buying Power initiatives as part of professionalizing the acquisition workforce.

Qualification will complement, not replace, the existing certification program for acquisition professionals. The AWQI team is developing standards for each functional area and implementation plans for each Service. To date, pilots have shown improved communication between supervisors and employees and a better understanding of tasks and requirements. Ms. Smith emphasized that a qualification program must support the career development of individuals and not impact their performance assessment.

Board members cautioned that:

- a qualification status must be temporal and subject to review, e.g., when external influences impact an individual's duties;
- such a qualification system can become unmanageable;
- future costs might exceed any benefits gained; and
- leaders are responsible for managing the skill sets needed in the organization.,

**Ethics Briefing:** Mr. Tim Wray, DAU General Counsel, provided board members the required training in ethics rules for DoD employees, citing real instances of violations and repercussions, and explained the Hatch Act.

Attendees' names are filed with General Counsel as record of their fulfillment of the required training; absentees were mailed a copy of "An Ethics Guide for Members of DAU's Board of Visitors" and confirmed in writing that they have read and understand the rules in that guide.

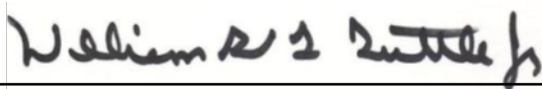
**Open Forum: Review and Discussion of Action Items.** Mr. Woolsey provided Board members a summary of actions taken or planned by DAU in response to their recommendations during the February 12, 2014 meeting. Mr. Woolsey encouraged members to consider these matters further for discussion at the next Board meeting.

**Action Items:**

1. The next meeting of the Board is September 24, 2014. Location to be announced.
2. With input from the Board members, the Chair will prepare a white paper to summarize the Board's comments and recommendations regarding the discussions of this meeting.

DECISION:

Approved:



Chairperson, DAU Board of Visitors

Date:

June 6, 2014

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ATTENDEES  
Defense Acquisition University  
Board of Visitors Meeting

Meeting Date: May 21, 2014  
DAU Headquarters, Fort Belvoir, Virginia

Attending:

Ms. Kelley Berta, Outgoing Executive Secretary, DAU Board of Visitors  
Ms. Rene Campos, Government Relations Manager, PMI  
Dr. Kevin Carman, Dean, DAU West Region  
Ms. Karon Curry, Associate Dean, DAU Capital and Northeast Region  
Mr. Leo Filipowicz, Director, Operations Group, DAU  
Ms. Christen Goulding, Incoming Executive Secretary, DAU Board of Visitors  
Ms. Pamela Gouldsberry, Deputy Director, DAU Learning Capabilities Integration Center  
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  
Mr. Scott Ilg, Acting Dean, DAU Mid-Atlantic Region  
Mr. Joseph Johnson, Chief of Staff, DAU  
Mr. Norman Kamikow, President and Editor in Chief, MediaTec Publishing, Inc.  
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, Vice President, DAU  
LTG William Phillips, USA (Ret), Consultant  
Ms. Barbara Smith, Project Lead, Acquisition Workforce Qualification Initiative  
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  
Gen Ron Yates, USAF (Ret), Consultant