

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

Meeting Date: February 26, 1998

Place: Defense Systems Management College (DSMC), Building 184

0900 - **Welcome** - Mr. Thomas M. Crean, DAU President, welcomed the members of the Board and the staff in attendance. He also introduced and welcomed three of the four proposed new Board members: Mr. Sean O'Keefe, Mr. Stephen Ayers, and Dr. Ronald Fox. Mr. Crean introduced Ms. Donna Richbourg, *Acting Deputy Under Secretary of Defense for Acquisition Reform*.

Ms. Richbourg added her welcome to the Board members. She discussed briefly some of the ongoing management efforts within the DoD to streamline the Acquisition Workforce (AWF). She mentioned Rep. Duncan Hunter's goal of making the workforce a smaller and leaner machine. Ms. Richbourg indicated that the Office of the Under Secretary of Defense for Acquisition and Technology (OUSDA&T) has the same desires as Congressman Hunter, but wants to make sure that the right mix of people is available.

0920 - **Section 912 NDAA 1998** - Dr. James S. McMichael, Director, Acquisition Education, Training, and Career Development, also discussed some of the streamlining efforts. The bottom line is, that no matter how the AWF is defined, there are personnel who need acquisition training. In whatever media this training is delivered (Distance Learning, Computer Based Training, etc.) it has to be within available resources and delivered quickly and accurately at reduced costs to an enlarged workforce.

Several boards and task forces have been/are being formed to address various acquisition related issues including infrastructure, workforce, and acquisition organizations and functions. Dr. McMichael indicated that the Defense Science Board (DSB) did NOT recommend outsourcing DAU/DSMC. The AWF needs to be taught to use good business judgment and to be good business managers.

Mr. Crean mentioned that the DAU move to under the National Defense University (NDU) has been put on hold. Dr. Gansler has indicated he wants DAU to continue in the direction it has been moving.

Acquisition Reform Week (AR Week) is scheduled for May 4-8, 1998 with emphasis on leading and embracing change, as we continue to educate and train the workforce in acquisition reform.

Dr. Gansler reportedly sees Sec. 912 as an opportunity, but recognizes that there are only a few areas in which to save, these being support, sustainment, and infrastructure. He would be happy to report at next BoV.

“Generalists” versus specialists were discussed. How do we grow “generalists” as recommended by the Defense Science Board (DSB)? The BoV discussed the importance of employing the appropriate pedagogy in training both generalists and specialists. The PAT recommended performance based assessment for training the acquisition workforce. No formal recommendations were presented by the BoV. Discussion points were noted by DoD attendees for follow-on work with the DSB study.

1015 - Defense Reform Initiative/Process Action Team - Mr. Crean discussed the efforts underway leading to a unified DAU. He has formed transition team which is scheduled to report in 3 to 6 months, around the time of the Summer meeting of the Defense Acquisition Career Development Council (DACDC). Mr. Crean indicated that he would have the Transition Team report at the next BoV meeting.

1025 - Training the Acquisition Workforce - Dr. McMichael discussed tying training into the manpower system and determining education/training needs of the reconstituted AWF, which would include people doing Logistics. The DoD may be migrating to a new Defense Acquisition Workforce Improvement Act (DAWIA) defined workforce.

1035 - BREAK.

1050 - Resume. Dr. McMichael raised the topic “Who is the customer of the AWF?” - the Warfighter is! The customer is served by a team - Service Acquisition Executives (SAE), Directors of Acquisition Career Management (DACM), Functional Boards (FB), and DAU and its schools.

1100 - Army DACM’s Presentation: Ms. Marlu Vance - Army is developing an automated Individual Development Plan (IDP) system for centrally managing DAU quotas. Two of the most common student complaints involve difficulty finding the correct training coordinator and the training application process itself.

The BoV stressed the importance of the Functional Boards. There appears to be a major barrier in the process through which students are recruited and admitted. Other items for discussion considered how DAU captures the costs of training and how individual development plans might be automated. The BoV expressed support for automating the IDPs.

LGEN Thomas Ferguson asked exactly how much of the total Army acquisition training budget was presented in one of Ms. Vance’s vu-graphs.

ACTION ITEM: Ms. Vance will provide the BoV and LGEN Ferguson with Army data concerning DAU training and total acquisition training.

1130 - Navy DACM’s Presentation: Ms. Anne Ryan - Presented vu-graphs on how the Navy identifies their course requirements. She noted that their requirements are NOT their deficiencies; their deficiencies are greater. Navy is expanding its intern program; 3 to 5 acquisition related courses within an 18-month period.

Discussion involved the seemingly small number of certifications. In response to questions concerning class quota fill-rates, the statistic of 88% was cited. Some of the Services/Components are better at this than others, but all are improving.

1200 - **LUNCH.**

1305 - **Resume.** Ms. Ryan finished-up Navy DACM's presentation.

1315 - **Air Force DACM's Presentation: Mr. Matt Benavides** - Presented the Air Force's focus on life cycle aspects of acquisition training. AF is advancing acquisition career management by exploiting technology; has a Worldwide Web (WWW) site for AF students to register for training.

1330 - **4th Estate DACM's Presentation: Mr. Herb Cowles** - Presented quota selection processes and certification requirements for Defense Agencies outside the Military Departments.

Discussion dealt with the quota system as DAU courses migrate to Distance Learning/Asynchronous delivery modes. Mr. Crean responded that if no travel resources are required, registration should be free and open to Defense Department personnel. Courses that require travel resources or where DAU capacity is insufficient will still need to be allocated in order to achieve fairness. Mr. Cowles indicated that funding is currently managed at the Under Secretary of Defense for Acquisition and Technology (USD(A&T)) and the DAU levels; may want to validate that approach as we move toward distance learning.

1405 - **General questions and comments for Director AET&CD and the DACMs** - Discussion involved Information Technology (IT) both as a career field and a management function - shortages in private industry will make DoD's job of getting qualified IT personnel more difficult; problems associated with separating IT from Communications/Computers similar to separating Test from Systems a few years back; managing the student better, i.e. getting the right student to the right class on time; developing/ tracking IDPs; screening processes, prerequisites, feedback.

There was discussion about the effect of setting standards and holding to them. This has resulted in fewer students and accompanying budget cuts. The BoV emphasized that this is not a good result of educational efforts.

1430 - **The DAU Conference: Dr. Lenore Sack** - Recapped highlights of the recently held LOGON DAU: Education for the 21st Century conference. The conference exposed us to the technologies and opportunities for education and training via the internet. There was a streaming audio/ streaming video address from Ms. Donna Richbourg and a taped video segment from Dr. Jacques Gansler. The conference was virtually paperless.

1455 - **Distance Learning Update: Mr. Will Peratino** - Presented an update on courses being converted to alternative delivery modes.

Discussion concerned how distance education will reduce in-the-schoolhouse quotas and change the funding plans. Current funding does not provide incentives for the SAEs. Questions were raised about differing approaches that require the student to take courses on his/her own time or that students be allowed to take courses while at work.

1510 - Mr. Crean closed this meeting of the DAU Board of Visitors.

EXECUTIVE SESSION
Defense Acquisition University (DAU)
Board of Visitors (BoV)
February 26, 1998

NOTE: Unless identified as an **ACTION ITEM**, all items/discussion points are considered to be advisory.

Mr. Adolph: Separate Functional Board (FB) for IT is a mistake.

Dr. McMichael: To separate doesn't mean it cannot be put back together.

DAU BoV consensus is that separate FB for IT would be wrong. However, the topic is outside the purview of this Board.

LGEN Ferguson: Sec. 912 reductions will be a long, laborious slow death; just do it! Opportunity for Dr. Gansler to be pro-active.

Mr. DeMayo: Awful effect; no incentive to come into AWF.

There was extended discussion on education strategy, i.e., teaching DAU courses in the way that DAU wants to teach them vice according to some externally imposed process. Curriculum designers need to understand DAU's unique requirements.

Service-specific courses that overlap DAU courses need to be looked at with an eye toward cost avoidance.

LGEN. Ferguson: Acquisition Reform thrusts need to be included in courses as they're redesigned; non-agreement about "thrusts" even among policy makers. Very aggressive change; RED TEAM.

Dr. McMichael: DAU should take initiative to bring professional associations' input along with faculty input for course redesign.

RADM. Vincent: Industry can help schools by participating more in classes and nominating someone for soon to be vacated chair.

Dr. Fox: Faculty has responsibility to get out and talk with industry.

ACTION ITEM:

Mr. Crean: We'll present at next BoV meeting results of graduate and supervisor post course interviews.

Mr. Levi: Research is important; faculty should be in forefront. DAU needs industry input; don't wait.

ACTION ITEM:

Mr. Crean: DAU will take that on, i.e. including industry's input in DAU course redesign.

ACTION ITEM:

Mr. Crean: We'll have reports from one or two Functional Boards at next [MAY, 1998] BoV meeting.

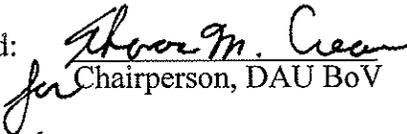
Discussion followed concerning difference between DACM-submitted requirements and quotas provided. DAU needs metrics. Not a big data notebook; small set of metrics; thumbnail sketch would be helpful.

Mr. Crean: We do have metrics, but they're geared simply toward who is certified at the proper level and within the 18-month window.

Dr. McMichael: This metric is not specifically a measure on DAU, rather it's on the entire system. It's a function of the amount of turmoil in the system and is difficult to reduce much below 10%.

1600 **Adjourn**

DECISION:

Approved: 
for Chairperson, DAU BoV

Disapproved: _____

Other: _____

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

Meeting Date: February 26, 1998

Place: Defense Systems Management College (DSMC), Building 184

BoV

Mr. Charles "Pete" Adolph
Dr. Gertrude Eaton
Mr. Eric Levi

Dr. Lionel Baldwin
Lt Gen Thomas Ferguson

Mr. Peter DeMayo
Mr. James Gallagher

Absent: Mr. Donald Campbell

DAU Office of the President

Mr. Thomas Crean
Mr. Will Peratino
Mr. Frank Sobieszczyk
Mr. Bob Wolownik

Mr. John T. Michel
Dr. Lenore Sack
Mr. Joe Wargo

DoD

Mr. Matthew Benavides
Dr. James McMichael
Ms. Marlu Vance

Mr. Herb Cowles
Ms. Donna Richbourg
LTC Richard Vantine

Mr. W. Hauenstein
Ms. Anne Ryan

DSMC

Mr. Edward Hirsch
Dr. Jack Dwyer
Mr. Tony Kausel
Mr. Richard Reed
Mr. Dave Scibetta

Dr. James Price
Col. John Lawless
Major Luis Ramirez
Mr. Ron Register
Mr. Cal Brown

Col. Sam Brown
Col. Chuck Westrip
Mr. G. Kirkorian
CAPT R. Vernon

Consortium Schools

Mr. Dennis Allion
Col. Neal Ely
Dr. Richard Graham
Dr. Jerry Smith

Dr. Linda Brandt
MAJ Bruce Ensor
Dr. Rich Murphy

Mr. Joe Burton
Col. Charles Golla
Ms. Debbie Schultzel



April 21, 1998

Dr. Jack Gansler
Under Secretary for Defense (A&T)
3010 Defense Pentagon
Room #3E933
Washington, DC 20301-3010

Dear Dr. Gansler:

The Board of Visitors of the Defense Acquisition University held a meeting on February 26, 1998. It included presentations by the DACMs and a discussion of issues important to the education of the acquisition workforce. I am pleased to share with you several of the Board's recommendations that most directly affect the future of the Defense Acquisition University.

The Board continues to express concern about the level of participation of the workforce and mentioned several barriers, possibly occurring in the recruitment and admission of students and in development of efficient and useful IDPs. In addition, the necessity to employ appropriate pedagogy in all areas of training, whether for generalists or specialists, was emphasized, particularly with increased use of distance education technologies. Establishing course pre-requisites and standards for performance—as set forth in the report of the Process Action Team—is clearly critical to the success of the educational enterprise.

The BoV does not support establishing a separate functional board for information technology. Knowledge of technology is central to all other functions that workers must perform. As a learning tool, information technology is best integrated throughout the educational program.

The BoV believes that Sec. 912 reduction will be a laborious process, and, perhaps, here is an opportunity for you to be proactive in overseeing its completion more quickly. One result of the present approach to reduction is that it provides no incentives for people to join the acquisition workforce. In addition, there must be greater understanding of what the acquisition workforce is. What is the right size? Is there a future for employees? It is the sense of the Board that the DoD should develop different strategies to enlist new talent and to produce a competent, quality workforce.

Following discussion with representatives of the DACMs, the Board recommended centralized coordination of all training in fields of acquisition. Training within the Services and Components does not need to be unique—neither in its focus nor pedagogy—to successfully fill the needs of workers.

Dr. Jack Gansler
April 21, 1998
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The BoV feels strongly that DAU needs input concerning the Acquisition Reform Initiatives, particularly in correlating them with corporate needs. Private corporations will play a major role in moving the acquisition workforce from a regulatory system to one that demands more individual and informed judgments. The challenge is to bring commercial thinking into "lean" thinking. It was suggested that there be industry representatives to serve on the functional boards.

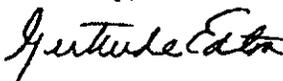
- ✓ Two recommendations were made with regard to the DAU educational program. First, the faculty should be held accountable to get out and talk with industry about its concerns with the defense acquisition process.
- ✓ Second, DAU should develop and sponsor a research agenda on critical acquisition interests, to be carried out in parallel with industry participants and subsequently incorporated into the curricula.

The BoV urged that DAU provide on a continuing basis data that communicate through a small set of indicators how well the institution is fulfilling its goal to serve as a "world class" university. It is particularly critical that the Board be able to form judgements over time through these data.

Finally, the BoV wanted to publicly commend the DAU staff for its superb conference, "Log On DAU; Education Moving Toward the 21st Century." The conference clearly places the DAU in the forefront of distance education and faculty development in technology enhanced learning.

Our next meeting will be held on May 19, 1998. I speak for all members of the Board of Visitors in thanking you for the opportunity to participate in a truly innovative Defense Acquisition University.

Sincerely,



Gertrude Eaton
Associate Vice Chancellor for
Academic Affairs, and
Chair, Board of Visitors, Defense Acquisition University

cc: Members of the Board of Visitors
Mr. Stan Soloway, Deputy Under Secretary of Defense for Acquisition
Mr. Tom Crean, President, DAU
Dr. James McMichael, Director, AET&CD, OUSD (A&T)

**THE UNDER SECRETARY OF DEFENSE
(ACQUISITION AND TECHNOLOGY)**

MAY 11 1998

MEMORANDUM FOR: MR. STAN SOLOWAY

SUBJECT: Defense Acquisition University

Some really good ideas here. We must develop an overall strategy and plan to address the future (long-term) size and content of the acquisitions workforce, as well as its continuing education needs. I think this must be a full-time job for one of your people. What's your view? Let me have your concept for approaching this area.

Also, please prepare a response for me to Gertrude so she gets it before the May 19 meeting.


J.S. Gansler

Attachment:
Letter from Gertrude Eaton



THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-3010



ACQUISITION AND
TECHNOLOGY

13 JUL 1998

Dr. Gertrude Eaton
Chair, Board of Visitors,
Defense Acquisition University
2001 N. Beauregard Street, Suite 750
Alexandria, VA 22311

Gertrude
Dear Dr. Eaton:

← APRIL 21 1998

Thank you for your summary of recommendations from the February 26th, Defense Acquisition University's (DAU's) Board of Visitors (BoV) meeting. By copy of this letter and the enclosed assignment of actions, I am asking the Deputy Under Secretary of Defense Acquisition Reform to implement the BoV recommendations.

I share the Board's concerns about the level of participation of the acquisition workforce, barriers to recruitment and admission of new students, and the effectiveness of Individual Development Plans (IDPs). The key element of the new continuous learning policy is using IDPs to strengthen career development planning and ensure personnel get essential training.

Concerns about course access and workforce participation should be alleviated as courses transition to web-based delivery. By October, DAU will be offering six courses via the Internet. Also, your points on the DAU faculty talking to industry about DoD acquisition reforms are well taken and we are looking at ways to involve industry as advisors to boards and related activities.

The Fiscal Year 1998 Defense Authorization Act Section 912 (c) studies will review the entire acquisition workforce structure. I do not expect them, however, to be laborious. We plan to have them completed by the end of 1998 and will share our results with the Board.

Thank you for sharing the BoVs recommendations with me. I would welcome similar correspondence after each meeting.

Sincerely,

J. S. Gansler
J. S. Gansler

Enclosure:
As stated

CC:
DUSD(AR)
President, DAU



Actions to Address Board of Visitors Recommendations

Workforce Participation:

Comment: "The Board continues to express concern about the level of participation of the workforce and mentioned several barriers, possibly occurring in the recruitment and admission of new students and in the development of efficient and useful Individual Development Plans.... Establishing course pre-requisites and standards for performance—as set forth in the report of the Process Action Team—is clearly critical to the success of the educational enterprise."

Response: Concur.

Action: 1) The President of Defense Acquisition University will establish a working group to develop options for strengthening prerequisite compliance. Recommendations will be received and acted upon by the Director, Acquisition Education Training & Career Development, President of DAU and the Commandant of the Defense Systems Management College.

Information Technology:

Comment: "The Board of Visitors (BoV) does not support establishing a separate functional board for information technology (IT). Knowledge of technology is central to all other functions that workers must perform. As a learning tool, information technology is best integrated throughout the educational program."

Response: A charter establishing an IT functional board has not been submitted. An alternative to a separate IT functional board is to provide IT representation on existing functional boards and accommodate the IT acquisition workforce within the existing board structure. In any case, information technology as a learning tool will be pursued.

Action: The Deputy Under Secretary of Defense Acquisition Reform and the Director, AET&CD will meet with the Assistant Secretary of Defense (Command, Control, Communications and Intelligence) to address IT Functional Board issue.

Section 912 Reductions:

Comment: "The BoV believes that Sec. 912 reduction will be a laborious process, and perhaps, here is an opportunity for you to be proactive in overseeing its completion more quickly. One result of the present approach to reduction is that it provides no incentives for people to join the acquisition workforce."

Response: It is difficult to maintain interest in a workforce that is downsizing. The Secretary of Defense's Section 912(c) response stated that DoD will "Identify the Future Workforce," its composition, its skills mix, and its education, training and career development needs. Fifteen related studies are currently under way that address major issues concerning this newly defined workforce.

The studies will address the following subjects:

- Streamline Science and Technology, Engineering and Test
- Design of Joint C3I Integrated System Development Process
- Reengineer Product Support Process to Use Best Commercial Practices
- Competitively Source Product Support
- Modernize through Spares
- Greatly Expand Prime Vendor and Virtual Prime Vendor
- Establish PM Oversight of Life-Cycle Support
- Design an Acquisition Process for Services
- Institutionalize Continuous Learning
- Review the Planning Programming and Budgeting System
- Recruit, Develop and Retain Technology Leaders
- Identify Future Acquisition Workforce
- Institutionalize Price-Based Approach to Acquisition
- Integrate Test and Evaluation
- Review the Requirements Process

These studies will review the entire defense acquisition structure and will result in a plan of action and milestones to meet the needs of an acquisition system for the 21st Century. The plan of action and milestones will be submitted by the end of 1998.

Action: DUSD(AR)/AET&CD pursue in accordance with Section 912(c) taskings.

Centralized Coordination of Training:

Comment: "Following discussion with representatives of Defense Acquisition Career Managers (DACMs), the Board recommended centralized coordination of all training in fields of acquisition. Training within the Services and Components does not need to be unique—to successfully fill the needs of workers."

Response: Increased coordination of existing and planned acquisition instruction sponsored by both component and Office of the Secretary of Defense organizations is essential. Currently the Services and offices within OSD, like the Defense Modeling and Simulation Office (DMSO), sponsor training that could benefit other segments of the Acquisition Workforce. Coordination with the Services will be emphasized to help reduce duplication of scarce resources and increase training opportunities for all AWF personnel.

Action: President of DAU continue current efforts to emphasize reduction of duplication in instructional programs. Continuing education requires special attention in this regard. Accordingly, Deputy Under Secretary of Defense (Acquisition Reform) has designated an individual to direct the development of a continuing acquisition education program and to ensure coordination with and among similar Component efforts.

Acquisition Reform Initiatives:

Comment: "The BoV feels strongly that DAU needs input concerning Acquisition Reform Initiatives, particularly in correlating them to corporate needs. It was suggested that there be industry representatives to serve on functional boards."

Action: The DUSD(AR) will provide periodic briefings to each of the existing functional boards to provide input on acquisition reform initiatives. While there are statutory constraints that preclude industry membership on functional boards, industry input should be sought as appropriate.

DAU Educational Program:

Comment: "Two recommendations were made with regard to the DAU educational program. First, the faculty should be held accountable to get out and talk with industry about its concerns with the defense acquisition process. Second, DAU should develop and sponsor a research agenda on critical acquisition interests, to carry out in parallel with industry participants and subsequently incorporated into curricula."

Action: The President of DAU will establish programs to increase its dialogue with industry including a DAU research program that involves industry and promotes academic participation in Defense acquisition policy issues.

World Class Indicators:

Comment: "The BoV urged that DAU provide on a continuing basis data that communicate through a small set of indicators how well the institution is fulfilling its goal to serve as a 'world class' university."

Action: The President of DAU will establish outcome metrics for measuring the attainment of its goals. He should periodically report to the Board on the University's performance.

August 20, 1998

Dr. Jack Gansler
Under Secretary of Defense
3010 Defense Pentagon
Room #3E933
Washington D.C. 20301-3010

Dear Dr. Gansler:

13 JULY 1998

Thank you for your letter of July 23rd describing actions that respond to the Board of Visitors' recommendations following the February 26, 1998, meeting. The Board met again on May 19, 1998, and I would like to share with you key points that were considered.

As with all institutions dedicated to training and education, adapting curricula to serve the needs of a number of constituencies, often within the same classroom setting, is a challenge. The Functional Boards, for example, have expressed concern about the need to do excessive remediation. The Board is concerned that current policies may not adequately support registration processes that provide for a thorough analysis of a student's prior experience and/or a faculty member's judgment that pre-requisites are required for successful completion of a particular course of study. One way to serve a diversity of students is through self-paced distance learning, and the Board expresses its full support for the excellent work of the DAU in this area. Members also noted that the DAU and the Functional Boards appear to work well in cooperative efforts to provide quality acquisition education and training.

To strengthen curricula and ensure their relevance to fields of acquisition, the BoV suggested that the DAU form partnerships with professional associations, for example, National Association of Purchasing Managers, to seek their participation in the development and evaluation of curricula. These associations will provide an objective overview of acquisition education and training activities and thus help to break down barriers that often occur between educators and practitioners. Perhaps the DAU might develop a concept paper for consideration by the BoV at its next meeting in September.

The Board of Visitors appreciated an up-date by the Transition Team on progress made in implementing recommendations included in the Process Action Team's report. There was strong consensus within the Board that the guiding principle of all acquisition education is, "Keep your eye on the student." Comprehensive knowledge of students' personal goals and career pathways supports building rational organizational structures

Dr. Jack Gansler
August 20, 1998
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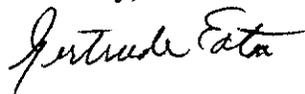
that will enable the DAU to respond effectively to acquisition reform. It might be helpful for the BoV to learn more about processes that guide the recruitment and assignment of students to training, and we shall ask President Crean to include this on a future agenda.

There was considerable discussion, generated by the Transition Team, about faculty qualifications and roles. Recruiting and retaining an eminent faculty continue to be major goals supported by the Board. Two points are clear: 1) faculty must be out in the field capturing "lessons learned" and incorporating said into curricula and 2) faculty must engage in technology enhanced learning. The BoV recommends, therefore, that performance in these two areas be included in all faculty evaluations.

The Board continues to express interest in DAU becoming a center for applied research into acquisition policy and acquisition training. Several points were agreed upon: 1) End-users of the research must be identified and involved in the research if it is to have substantial impact; 2) DAU has a responsibility to provide research that feeds back to both regulation and law; 3) DAU should be pivotal in defining best practices in fields of acquisition; 4) DAU should ensure that faculty who are proficient in research have the time to carry it out. To these ends the Board urges that DAU further define the scope and goals of the research program and develop accountability criteria that address strategies to improve the profession. It is my understanding that a restructured DAU research program is on the agenda for the September meeting and will permit us to discuss these issues.

Finally, the BoV gave careful consideration to the question, "What is a unified structure." They stated clearly that excellence must be supported wherever and however it appears and should not be limited by pre-established organizational structures. The BoV urges that the transition team follow as closely as possible the original recommendations in the PAT report. Hence the DoD leadership is urged to build a unified structure that is known by its pre-eminence, flexibility, and accountability. It is also anticipated that the Transition Team will brief us on their final report at the September meeting.

Sincerely,



Gertrude Eaton
Associate Vice Chancellor for
Academic Affairs and Chair
DAU Board of Visitors

Dr. Jack Gansler
August 20, 1998
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cc: Members of the Board of Visitors
Mr. David Oliver Jr., PDUSD(A&T)
Mr. Stan Soloway, DUSD(Acquisition Reform)
Mr. Tom Crean, President, DAU
Dr. James McMichael, Director, AET&CD, OUSD(A&T)