

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

Meeting Date: June 2, 1999

Place: Defense Systems Management College (DSMC), Bldg. 184

0900 - **Welcome** - Mr. Thomas M. Crean, DAU President, welcomed the members of the Board and the staff in attendance. Mr. Crean congratulated Dr. Robert Childs upon his selection as Director, Information Resources Management College. Previously, Dr. Childs had been Acting Dean. Mr. Crean announced that the DAU had received a *1999 Corporate University Excellence Awards Honorable Mention Award* from the Corporate University Xchange. Dr. Gertrude Eaton, DAU BoV Chairwoman, also welcomed all in attendance.

0915 - **DAU Course Prerequisites** - Mr. Crean said that the DRAFT version of DAU Policy Memorandum #8 "Course Prerequisites" dated April 30, 1999 was out for coordination. The Policy assumes that when students are selected by their Director of Acquisition Career Management (DACM) that they meet the course prerequisites. To validate this process, a study of the May 10, 1999 Advanced Program Management Course (APMC) was done. Based on the information available to DAU, it was initially found that 75%-80% of the students met the prerequisites.

On working closely with the DACMs' offices and reviewing their data, it was determined that 100% of the students meet the prerequisites, Mr. Rich Reed pointed out. Students attending onsite classes (and not screened by the DACM) and "walk-in" students will be asked if they meet prerequisites. If they don't, they will be tested. If the test reveals that a student doesn't possess the prerequisite knowledge, he/she will be sent home.

There are always going to be last minute changes, even right up to very beginning of the class. We are doing a lot better, though, and there is an increased awareness among the DACMs. The APMC, as a matter of fact, is currently going through a restructuring to ensure that we are teaching it the right way, that it is an appropriate length, that all course materials are on-site prior to the course. We are also looking at a smorgasbord of delivery modes, such as online, compact disc (CD), internet, and traditional classroom. There is diversity, almost a bipolar nature, to the students coming to the APMC. Some have a serious shot at becoming a Program Manager (PM); a large percentage does not. People need to be mindful of the difference between the APMC and the Executive Program Managers Course (EPMC) - the APMC is a "program management" course.

We are faced with the challenge of trying to picture what the Program Manager of ten years from now will look like. Highly complex. There will be an increased emphasis on managing large service contracts. In fact, the APMC is already looking more and more at covering large services contracts in its curriculum. At Dr. Gansler's direction, there will be a course developed to cover performance-based services contracting.

0945 - **DAU External Acquisition Research Program (EARP)** - Dr. Mark Nissen (Naval Postgraduate School) updated the Board on the award of research grants (May 10, 1999) and the Research Workshop (May 28, 1999). Five awards were made: University of Maryland - Intelligent Contracting Officer Representative (COR) Agents; Wright State - Procurement Strategy and Outsourcing in Industry; University of California (UC) Irvine - Software Systems Acquisition; Purdue University - Agent-based Simulation; and UC Berkeley - Electronic Catalog Strategies. Individual grants of \$50,000 each were awarded. The awards were in the form of contracts versus grants, with a published Technical Report being the deliverable. Dr. Eaton (DAU BoV Chairwoman) delivered the keynote address at the Research Workshop, characterizing the research as extremely interesting; presented by bright faculty. Other commentaries noted that it was a good mix of practice coupled with serious (classical) research. It is important to ensure that "useable products" result from these research efforts. All concerned must strive to keep the research results from "simply ending-up on a shelf". Also, we do not want these researchers to work in a vacuum. A mentoring collaborative network between EARP researchers and DAU faculty could be set-up. We want to get the DAU faculty totally involved with not only the research efforts but also the results. As the EARP gets off the ground, we are seeing the establishment of a new research grapevine, producing interest among top scholars. Hopefully this will lead to increased interest resulting in more top quality acquisition research.

The EARP is funded at the \$400,000 level (enough for eight research awards) in FY 2000, same as it was for FY 1999. As mentioned above, only five awards (totaling \$250,000) were made. Some attendees were in favor of awarding the full amount by taking the next three proposals and working with them to get them up to par. Others said that the amount of resources needed to accomplish that might not be worth it. The "promise", or at least the strong chance, of future funding is necessary to continue to attract top quality researchers. Several topics were suggested as potential research topics including a survey of top companies' best practices with a focus toward curriculum development, logistics engineering, and large services contracting. The DAU looks to the Services for research topics, in addition to working closely with DoD Studies Office.

1015 - **BREAK**

1035 - **DAU Transition** - Mr. Crean addressed the latest (June 1, 1999) version of the DAU Transition Strategy. There have been several versions, and it continues to be an ongoing process. The emphasis has been on the original Acquisition Education, Training, and Career Development (AET&CD) Process Action Team (PAT) report, supplemented with direction from Dr. Gansler (USD(A&T)). Unification into one structure with direct lines of accountability and responsibility to the President, DAU, is foremost.

Several issues surrounding the DAU faculty have been decided upon; some are still undecided. Current faculty members will be brought over to the DAU under their present employment situation, and subsequently, to the extent possible, will be converted to Title X. The desired goal of a 30% Military to 70% Civilian faculty mix depends upon the Services' willingness to give up billets. Possible Reductions in Force (RIF) were discussed, dealing with competitive areas and the different procedures employed by the individual Services and servicing Civilian Personnel Offices (CPOs). DAU work is spread over more faculty members than workyears we fund, since some faculty members do not teach DAU courses full time. DAU and the Services will identify faculty to be transferred to DAU.

Several Office of the President positions were clarified. The Vice President would be a senior military member, O-7 or above and would be dual-hatted as the Commandant, Defense Systems Management College (DSMC). The DAU Provost would be a senior civilian, Senior Executive Service (SES), and would be dual-hatted as the Provost, DSMC.

The position of the Director of Strategic Planning and Competitive Sourcing was also clarified. One very important aspect of this position is to examine continually competitive sources for delivering DAU products and services. DAU will need to develop new concepts and new ideas in order to serve properly the 150,000 people in the acquisition workforce. DAU will need to develop more and more sophisticated Distributed Learning (DL) products.

This plan, as in previous versions, discusses the role of Functional Boards (FB) (i.e., primarily responsible for training requirements) and the role of DAU (i.e., primarily responsible for curriculum development). Since FBs rarely met, Functional Integrated Process Teams (FIPTs) will replace FBs and their working groups.

1130 - **Dr. Gansler arrived** - Dr. Gansler expressed his appreciation for the efforts of the DAU BoV. He said that he was fully committed to the acquisition and technology workforce and its education and training. We have a great challenge ahead in training 150,000 personnel, both in certification training and in continuous education. We must be able to upgrade education from all sources. He expressed a degree of frustration that the DAU transition was not moving fast enough. We cannot afford to be paralyzed by "administrivia." DAU must address organizational issues. Our most important asset is our faculty. Establish actions and milestones. There must be a clear transition for the faculty. Dr. Gansler requested that the BoV make suggestions to him. A brief recapping of the EARP was given, since external acquisition research is of particular interest to Dr. Gansler.

1210 - **LUNCH** - With Dr. Gansler present, discussion on various topics continued during the working lunch. The President, DAU, would be fully responsible for the acquisition-related training of the workforce. The Chancellor, DoD Education would be responsible for pedagogy within the acquisition and the intelligence communities, but not direct management responsibility in either. An overseeing Executive Committee would replace the Senior-level Defense Acquisition Career Development Council. The Executive Committee will probably meet monthly. DAU needs to be thinking very clearly about reaching all of its people via diverse media, e.g. PC, customized workforce training, Distributed Learning (DL), etc. Who are the students? How do we continue to develop our pre-eminent faculty? Presently, the ability of most personnel within the DoD to "pull up an acquisition course" on their PCs is not good; 15% or less have access. Special emphasis needs to be placed on learning models and how to increase accessibility. The example of EPMC alumni was cited. We need vision, resources, and dedicated people. Writing case studies of both successes and failures would be very helpful. We need to learn how to train in (government/industry) teams. Do business in commercial fashion. Link acquisition with logistics, with emphasis on "modern logistics". In the upcoming two decades, there will be a need for large-scale, high dollar ticketed equipment upgrades. An inability to understand total life-cycle costs was cited. DAU needs to get activities-based costing into its courses. Traditional acquisition and traditional logistics. There is a cultural bias that hinders coding acquisition and logistics courses; this is counter-productive. With the Sec. 912-defined workforce ("Modified Packard"), there will be more and more people taking DAU courses. There will also be many people outside this defined workforce taking courses. Dr. Gansler was informed that over 50% of the students taking DAU online courses were not in the Defense Acquisition Workforce Improvement Act (DAWIA) defined workforce. Dr. Gansler said that he felt that was a "good thing". Being a DAU faculty member has to be perceived as career enhancing for military faculty (United States Marine Corps does this well.). The June 1, 1999 Transition Plan (with BoV and other comments incorporated) should be sent out for final coordination by June 11, 1999 with an approved plan on Dr. Gansler's desk by July 4, 1999. Dr. Gansler wants DAU to work on two issues: role of Function Board Chairs and faculty position transfer to DAU. Lunch ended at 1300.

1330 - **DAU Transition Resumed** - No new ground was covered in this discussion.

1350 - **Professional Partnerships** - Dr. Lenore Sack (Director, Academic Affairs) updated the Board on the status of professional partnerships with DAU. Four Memoranda of Understanding (MOUs) are in late-stage draft form. The partnerships are with: Embedded Computer Resources Support Improvement Program (ESIP - this MOU was signed by the President, DAU, on June 9, 1999); the Project Management Institute (PMI); the National Contract Management Association (NCMA); and the International Council on Systems Engineering (ICoSI). All of these will provide mutual benefit both to the DoD and to industry. We hope to increase the number of professional partnerships in the future, but these efforts are moving slowly at this time.

1400 - **Lesson Metrics Database Pilot** - Five technical management courses were surveyed (2 to 3 iterations each). These reviews created "performance baselines" at the course level. This will provide DAU with new insight for academic reviews. Preliminary results indicated that 86% of the students who possessed the course prerequisites completed the course with satisfactory or above. Students with prerequisites rated content, materials, instructors and applicability of content higher than students who did not have the prerequisites.

1410 - **Board Nominations** - On May 26, 1999, Mr. Crean submitted two nominees to Dr. Gansler for positions on the DAU BoV. One is Mr. Wendell M. Holloway, Acting President, Bowie State University in Maryland. The second is Ms. Karen Wilson, Vice President, Government Finance and Process Excellence, Allied Signal, Inc.

1420 - **Break**

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

1430 - **Executive Session** - The DAU Vice President will act as an interface between DAU and the acquisition community. As such, the incumbent should have significant acquisition experience. The Deans of the four DAU campuses will be relied upon in areas involving pedagogy and need to be empowered to be decision-makers regarding academics. Pedagogy is going to be critical. In the future, it could be crucial that the Provost also be steeped in pedagogy.

The position of Commandant of the DSMC, in isolation, may be viewed as a "moonlight tour", but responses from the Services seem to be slightly better when viewed as a dual-hatted position with Vice President, DAU. Two of the last three Air Force Commandants have actually gone on to bigger and better assignments.

Large service contracts ARE important, and growing in importance. Management of this kind of contract requires substantial improvement, not so much in the source selection phase, but more in the execution phase. Sixty percent of contract money is in services, which is outside the purview of the Program Management/Program Executive Office structure. The BoV noted that there does not appear to any/much documentation of the lessons learned/best practices of service contracts and outsourcing on DoD programs.

ACTION ITEM: The President, DAU will direct internal DAU research teams to investigate improving/increasing the body of knowledge concerning lessons learned/best practices of service contracts and outsourcing on existing DoD acquisition programs. The BoV requested that he provide a status report at the September, 1999 BoV meeting.

The contracting community, in general, does not come to DSMC. We cannot lose our focus on ethics and integrity. Indefinite Delivery/Indefinite Quantity (IDIQ) contracts have a great potential for abuse. IMPAC cards are a good tool if used in proper context, but can be easily abused.

It was good to see the high level of enthusiasm concerning the DAU EARP. Always remember, though, that the product should be usable, both in the field and in the classroom.

1500 - **Adjourn**

DECISION:

Approved:

 JUN 2 5 1999
Chairperson, DAU BoV

Disapproved: _____

Other: _____

ATTENDEES
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Place: Defense Systems Management College (DSMC), Bldg. 184
Ft. Belvoir, Virginia

BoV

Mr. Charles Adolph
Mr. Peter DeMayo
Dr. Ronald Fox

Mr. Stephen Ayers
Dr. Gertrude Eaton
Mr. James Gallagher

Dr. Lionel Baldwin
LGEN Thomas Ferguson
Mr. Eric Levi

Absent: Mr. Robert Murray, Mr. Sean O'Keefe

DAU Office of the President

Mr. Thomas Crean
Dr. Lenore Sack
Mr. William Peratino

Mr. John T. Michel
Mr. Frank Sobieszczyk

DoD

Mr. Keith Charles
Mr. Bill Hauenstein
Ms. Donna Richbourg

Ms. Marty Evans
Dr. James McMichael
Mr. Stan Soloway

Dr. Jacques Gansler
Dr. Mark Nissen

DAU Consortium Schools

COL Rod Berlin
Mr. Richard Graham
Mr. Ken Kischishita
Mr. Richard Reed
MAJ Ray Ward

Dr. Linda Brandt
COL Sam Jones
Dr. John Matherne
Ms. Donna Stoffer

Dr. Bob Childs
Dr. Greg Kailian
Dr. Richard Murphy
RADM Lenn Vincent

Acronym Glossary

AET&CD	Acquisition Education, Training, and Career Development
APMC	Advanced Program Management Course
BoV	Board of Visitors
CD	Compact Disc
COR	Contracting Officer Representative
CPO	Civilian Personnel Office
DACM	Director of Acquisition Career Management
DAU	Defense Acquisition University
DAWIA	Defense Acquisition Workforce Improvement Act
DL	Distributed Learning
DoD	Department of Defense
DSMC	Defense Systems Management College
EARP	External Acquisition Research Program
EPMC	Executive Program Managers Course
ESIP	Embedded Computer Resources Support Improvement Program
FB	Functional Boards
FIPT	Functional Integrated Process Teams
FY	Fiscal Year
ICoSI	International Council on Systems Engineering
IMPAC	International Merchant Purchase Authorization Card
MOU	Memorandum of Understanding
NCMA	National Contract Management Association
PAT	Process Action Team
PC	Personal Computer
PM	Program Manager
PMI	Project Management Institute
RIF	Reduction in Force
SES	Senior Executive Service
UC	University of California
USD(A&T)	Under Secretary of Defense (Acquisition & Technology)