

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

Meeting Date: March 1, 2000

Place: DAU-Ft. Belvoir DSMC Campus, Bldg. 184

0900 - **Welcome** - Mr. Thomas M. Crean, DAU President, welcomed the members of the Board and the staff in attendance. Dr. Gertrude Eaton, Chairwoman, also welcomed all in attendance.

0905 - **DAU Executive Board** - Mr. Crean explained that part of the new unified Defense Acquisition University is a DAU Executive Board to be chaired by Ms. Donna Richbourg, Principal Assistant Deputy Under Secretary (Acquisition Reform). The DAU Executive Board replaces the Defense Acquisition Career Development Council. A request is out to the Service Acquisition Executives (SAEs) for members on the DAU Executive Board to represent the SAEs. (NOTE: A copy of the DAU Executive Board Charter was subsequently e-mailed to Board members.)

0910 - **DoD Chancellor For Education and Professional Development** - Dr. Jerry Smith briefed that he sees the mission of his office as striving for quality and cost effectiveness in DoD civilian education. He envisions a 4-step approach for achieving this: 1) get his office up and running (completed); 2) make people aware of the Chancellorship (completed); 3) create educational quality standards for civilians by end of FY 2000; and 4) assist all institutions in finding appropriate accreditation partners.

0915 - **B2B E-Procurement & Content Management: Electronic Catalogues** - Dr. Arie Segev was the first of two DAU External Acquisition Research Program (EARP) FY 1999 awardees to present his research efforts to date. Dr. Segev's presentation covered four main topics: 1) Marketplace Transformation and e-Business; 2) Procurement Transformation and Objectives; 3) Information & Content Management Issues; and 4) Desktop Procurement Systems (DPS) and E-catalog Options.

Marketplace transformation involves key issues such as best market structures, the role of contents, value to buyers, and automation versus human expertise. There are opportunities and challenges that will require effective strategies to effectively integrate buyers' perspectives, intermediaries' perspectives and supplier's perspectives. The road to e-business requires more than a simple linear transformation of today's business environment to an internet based environment. An increasing number of Web transactions coupled with dynamic commerce will require significant business process change and heightened management involvement.

A transformation of the marketplace will depend on a parallel transformation in how procurement is accomplished. Management, organizations, methodologies, processes, and technology will all shape how procurement is transformed in the e-business model. The current state of procurement is transaction oriented and very hands-on. Due to the number of players, it is often fragmented and characterized by a lack of control. It is paper-based and often labor intensive.

Information & Content Management involves several research questions. What are the alternatives we face in managing content (e.g., users, sellers, and intermediaries)? What are the implications for process support, cost, security, risk, etc.? What are the key functional features of E-catalogs to support a particular content model? What are the architectural and organizational implications of the various content models? The research methodology encompasses an overview of marketplace offerings and trends, case studies and surveys, and conceptual and analytical models.

Desktop Procurement Systems (DPS) involve several key functionality and connectivity options. Connectivity options need to integrate buyers (user interface, process management, workflow, content, administration), intermediaries (content hosting & management, information services, buying services, application hosting), and suppliers (hypertext transfer protocol [HTTP], extensible markup language [XML], internet electronic document interchange, traditional mail, and facsimiles). E-cataloging can be multiple integrated catalogs, multiple catalogs integrated by buying company, separate catalogs, or virtual E-catalog systems (i.e., no contents maintained by buying company). Several forms of contents management are available as intermediary services, including content housing & management, content access facilitation, contents download services, and format translation.

1005 - An Intelligent Multi-Agent Approach (MACS) - Dr. Jay Liebowitz's project is a developmental research effort. The project has two main objectives. He developed a proof-of-concept multi-agent system to transform a Navy expert system (COTR Expert System Aid [CESA]) into a distributed-agent architecture (MACS -- Multi-Agent COTR System). Also, his research provides a dynamic, interactive environment (via the World Wide Web) so that COTRs (Contracting Officer Technical Representative) can get answers to questions related to the pre-award phase of a contract.

In this context, an agent is a computer software program that is very narrowly focused in what it will accomplish. Multi-agency is a logical extension of efforts to modularize computer programming. There are a number of efforts underway and/or completed involving multi-agent systems in procurement and contracting. These efforts have focused on supply chain management, acquisition management, and electronic commerce (EC). The application of multi-agents for EC is a fertile growth area.

The first objective was met by developing a brokered agency architecture. A user agent interfaces with the user to gather information. The user agent then queries 5 specialty agents: synopsis agent, forms agent, type of contract desired agent, evaluation agent, and justification and approval agent. Agents are a form of artificial intelligence and therefore depend on "rules", i.e., computer coding in the form of "IF" this, "THEN" do this, or "ELSE" do this other thing. To date, 119 rules have been encoded using commercial off-the-shelf (COTS) software.

The second objective's environment has been established and is at <http://strat.ifsm.umbc.edu:8080/servlet/MACS>

Testing and evaluation of the system via validation tests has been conducted. Initial feedback is being obtained.

A follow-on research proposal has been submitted for the EARP FY2000. It will examine how learning can take place within and between agents, and how can the user agent handle free-form questions and questions outside the rules of the specialty agents?

1030 - **BREAK**

1050 - **Corporate University Xchange** - Ms. Jeanne Meister's presentation covered several topics: What is a Corporate University (CU) and who is its competition? What are the drivers for establishing a Corporate University? What are the key success factors and how are they measured? What are the emerging trends?

Corporate Universities were initially an in-house training resource. As such, they were viewed as an expense and were not well integrated into the corporate strategy structure. Corporations are now re-energizing their training departments. They are now seeing that employee training is a benefit to the worker, even something that can make a particular company an employer of choice. CUs are also becoming profit centers, developing non-proprietary training packages that can compete in the \$740 Billion per annum market-place. Whereas previously CUs were fragmented, corporations are learning the importance of managing learning outcomes and of linking-up employee learning with corporate objectives.

CUs were once considered competition to traditional ivy-covered walled institutions. Perhaps, also, at one time, CUs viewed themselves as competition to traditional colleges and universities. CUs sought accreditation. Accreditation, however, is a complex and costly process, involving not simply faculty/staff. Ms. Meister addressed the dichotomy of practical experience versus pedagogy. Is the student/customer better off in the learning environment by having an excellently qualified practitioner, who has been given some training/facilitation skills, or with someone who is steeped in pedagogy and has "picked the brain" of a subject matter expert? As might be expected, a blend of both is desirable. With this in mind, CUs and traditional institutions of higher learning are working on partnering agreements.

The drivers for establishing CUs include: 1) the shortened life-cycle of knowledge; 2) with historically low unemployment, corporations are looking at employee training as an investment leading to preferred employer status among applicants; 3) the need to run their training programs more efficiently; and 4) turning their training departments into profit centers by being able to roll-out non-proprietary training to other companies.

The key success factors are: 1) upper management involvement and commitment to training thereby ensuring a link between corporate training and corporate strategy; 2) faculty/staff certification programs; 3) partnerships with universities; and 4) setting up success metrics and tracking training against these metrics.

Emerging trends in corporate universities involve more integration within their parent company and more partnership arrangements with formal educational institutions.

1210 - **LUNCH** Just before breaking for lunch, Ms. Donna Richbourg announced that Mr. Keith Charles (the Army Director of Acquisition Career Management) would be heading-up a task force involving management of the future Acquisition and Technology Workforce and acquisition career management programs. The task force would report to the DUSD(AR) through the President, DAU.

1305 - **Smart Business 20/20** - BG Frank Anderson, Vice-President DAU, briefed on the draft DAU strategic plan and described "Smart Business 20/20" as DAU facing the challenge of how do we take thinking and turn it into action. We need to frame our thinking on two fronts: 1) What are our (i.e. the Acquisition and Technology Workforce's) needs; and 2) Where are we today? DoD acquisition is evolving and we need to ensure that acquisition training remains relevant. Training must emphasize critical thinking as well as "how to" learning. "SB 20/20" will provide the right content, in the right place, at the right time, at the right price, with the right attitude. DAU must focus in five thrust areas in order to become the acquisition institution of choice within the DoD. These areas are adopting a corporate university posture, developing critical thinking capabilities, becoming business consultants, being educational entrepreneurs, and managing our knowledge base.

Transitioning best practices quickly across the A&TWF is critical. Presently, DAU is course driven and needs to move toward being skill set driven. We need to decide what is the best learning environment and then develop that environment. Partnerships with industry, strategic alliances, and whole program teams will help to keep DAU closer to its customer organizations and stay current.

It is extremely difficult to establish and to apply appropriate metrics; there is much uncertainty. That is why we are partnering. DAU is trying to learn how to develop and apply "look good" metrics versus "improving" metrics. The metrics of acquisition training have to stay focused on "what is the bottom line" of our customers - the acquisition professionals. BG Anderson posed the question of how do we measure training output and solicited the Board that if anyone knew of a contact that we could visit to let him know. One measure of success in this regard is certainly whether or not the student's needs were being met. We must continually try to measure effectiveness. In essence, the more general the appraisal the less successful the measure. Identify specific behaviors that will be measures of success.

1410 - **DAU Faculty Plan** - Mr. Tom Crean reported that as of 30 April 2000, DAU will be unified; this is almost 6 months ahead of schedule. The Board was requested to provide comments on the faculty qualifications plan. All faculty were transferred. All DAU faculty will report through the DAU Provost to the President, DAU. Civilian faculty have the choice of staying under Title V (the competitive civil service system) or transferring to the non-competitive (more contractual like) system under Title X (of the United States Code [USC]). Under Title X, the employee is on a contract plan, has a different pay scale, and, in general, has a higher salary. Only DAU faculty, not support staff, will be eligible for Title X. This is also an excellent opportunity for DAU to reshape its faculty. The faculty will be held accountable.

The stratification of qualifications into levels may be problematic, i.e., they may not be measurable. Also, the plan as written seems more geared toward an older, "school house" model. DAU is in transition in a newer, electronic environment and the faculty plan language should be geared toward this different conceptual plan. DAU may want to give some thought to where do we envision ourselves five years from now. DAU has always sought good practitioners not just academicians. Concern was expressed that faculty applicants may not understand or be comfortable with the qualifications as laid out. The DAU Provost said that help and input from the Board would be appreciated in refining the plan.

The language of the faculty plan should shy away from too much high-sounding scholarly wording. We're interested in changing behavior. The wording of the plan should come as close as possible to explicitly stating what kind of behavior is expected of a world class faculty.

Indicative of its importance, the subject of Distributed Learning competencies being included both in the DAU strategic plan and the faculty qualifications plan was discussed. DAU wants to attract people who can get the education done using technology. The faculty plan will be modified to highlight that DAU wants its faculty to be sought after by both government and industry for their expertise.

1450 - **Break**

EXECUTIVE SESSION
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1510 - **Executive Session** - Dr. Gertrude Eaton opened the Executive Session.

Partnering is very important. Projects should be explored that will help to create more robust workforce. DAU should consider programs that would allow for government personnel to attend industry courses and vice versus. We are trying to find out what industry may have available. Honeywell's "6 Sigma Black Belt Certification" was cited as an example.

Everyone was impressed with the presentations from the EARP researchers. DAU funded this research. We are wanting "products" from the EARP. However, we realize that some of the research projects may be a bit more developmental than applied and will need some further work to achieve Dr. Gansler's (USD(A&TL)) goal of research that advances the state of the art of acquisition. We want to ensure that we don't have research for research's sake and the results simply sit on a shelf.

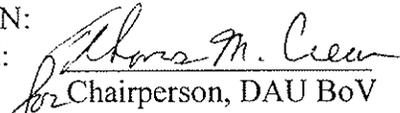
It was suggested that DAU and the Board explore ways to allow the quarterly BoV meetings to be more of a forum for discussion and deliberation among the members. The board definitely finds the presentations interesting and informative, but is not so sure that the presentation format is as conducive to providing feedback as perhaps some other form. Future meetings may be more interactive between people looking for feedback from the BoV. Keep in mind that the BoV is not an "evaluator", rather its purpose is to tap into academic and industrial expertise for feedback.

ACTION ITEMS: None explicitly stated.

1545 - **Adjourn**

DECISION:

Approved:


for Chairperson, DAU BoV

APR 17 2000

Disapproved: _____

Other: _____

ATTENDEES
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BoV

Mr. Charles Adolph

Mr. Peter DeMayo

Dr. Ronald Fox

Ms. Karen Wilson

Mr. Stephen Ayers

Dr. Gertrude Eaton

Mr. Eric Levi

Dr. Lionel Baldwin

LGEN Thomas Ferguson

Mr. Robert Murray

Absent: Mr. James Gallagher, Dr. Wendell Holloway, Mr. Sean O'Keefe

DAU Office of the President

BG Frank Anderson

Mr. Richard Reed

Mr. Thomas Crean

Dr. Lenore Sack

Mr. John T. Michel

Mr. Frank Sobieszczyk

DoD

Mr. Keith Charles

Ms. Donna Richbourg

Mr. William Hauenstein

Dr. Jerome Smith

Dr. James McMichael

Ms. Diana Daye-Young

DAU Campuses and Affiliated Schools

Dr. Linda Brandt

Mr. Richard Graham

Dr. Joe Burton

Dr. Richard Murphy

Dr. Bob Childs

Mr. Tim Shannon