

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

Meeting Date: March 28, 2001  
Place: DAU-Ft. Belvoir Campus, Bldg. 184

0900 - **Welcome** - Mr. Frank J. Anderson, Jr., DAU President, opened the meeting by welcoming all in attendance. He introduced the two new members of the Board. They are Mr. Steve Mercer who is Vice President of Learning and Leadership Development at The Boeing Company and Mr. Jim Sanford who is Vice President for Corporate Contracts and Pricing at Northrop Grumman. Dr. Ron Fox, DAU BoV Chairman, also welcomed everyone attending the meeting.

0905 - **DAU Baseline** - Mr. Frank Anderson briefed the BoV on the DAU Baseline - Where we are now and where are we headed. His presentation was an extract of the briefing presented to Mr. Oliver, Deputy USD(AT&L), on 28 Feb 01. He reviewed the status of the Fast Track One initiatives and presented the early planning and direction as we start to shape Fast Track Two initiatives – DAU's next set of priorities.

Fast Track One (FT-1)

DAU has completely restructured the program management training process to add more rigor in the training, take advantage of e-learning opportunities and to expand case-based critical thinking requirements. PMT 250 came online 1 Feb 01. ACQ 201 is on schedule to be deployed 1 Apr 01. PMT 352 is on contract. Case study development for PMT 401 is underway. We are embarked on a journey to make DAU an exemplary corporate university, recognized inside and outside DoD, for excellence in acquisition education. Briefing charts were provided to all attendees.

Fast Track Two (FT-2)

We are currently on-track in executing the transformation of DAU and re-engineering the PM training. We are now rapidly starting to shape the next set of priorities to continue the transformation process. The FT-2 initiatives are heavily focused on accelerating the transformation of DAU as an academic institution. In addition, we are also starting a dialogue with the key players involved in re-engineering of the contracting functional stall. We will focus on improving acquisition training but also address how DAU conducts its business with respect to organization, processes, cost management and assessment of performance. We have established an office reporting to the president to work the commercial business practices initiative and to integrate it with the Acquisition Reform Office Change Management Center.

Mr. Anderson said that the real challenge that DAU faces is to drive down the cost of training and drive down the time of training while driving up the quality of training.

1020 - **BREAK**

1035 - **Performance Measurement** - Mr. Andy Zaleski, Director of DAU Strategic Planning Action Group, briefed the BoV on Performance Measurement - Achieving Strategic Planning Excellence. The New DAU has moved out in the area of Corporate Planning with the "SMART Business 20/20 Plan." It describes the Vision and Corporate

Goals (also referred to as Strategic Goals). The Business Plan encompasses five Goals with supporting thrusts (initiatives) and tasks required to turn DAU's vision of becoming the learning resource of choice for the acquisition community into reality. This plan is supplemented by Mr. Anderson's Fast Track 1 Initiatives and Fast Track 2 Initiatives. Both the Business Plan and the Fast Tract Initiatives are more near-term in focus and really could be viewed as a Tactical Plan.

Historically, the DAU/DSMC have performed some corporate planning (strategic and tactical business), but did little to follow up with a meaningful performance measurement (metrics) system. To be a preeminent educational institution, performance measurement is a must (reference: Malcolm Baldrige National Quality Award – Education Criteria for Performance Excellence and the Government Performance Results Act (GPRA)). A meaningful performance measurement system helps to strengthens an organization's ability to understand how well they are achieving their mission and attainment of strategic goals and thrusts (objectives). It helps incorporate standards of excellence in managerial assessment and helps align expectations throughout all levels of the organization. In addition, it will help an organization focus on the attainment of key results or outcomes.

Mr. Zalski addressed the details of establishing a DAU performance measurement system (Fast Track 2 Initiative). The approach initially focuses on MACRO or "BIG Picture" metrics. Those measures of performance that will make the organization more cost effective, promote overall customer satisfaction, achieve a preeminent faculty, etc. Example "MACRO" metrics were highlighted. The concept of a performance measurement plan was also discussed. Finally, the presentation discussed some of the infrastructure needed for an effective system (data collection, analysis, and reporting requirements).

Mr. Zaleski's presentation also discussed briefly the new "DAU" Integrated Corporate and Planning Performance Budgeting Process." Briefing charts were provided to all attendees.

1110 - **First DAU President** - Mrs. Donna Richbourg (Acting Deputy Under Secretary of Defense (Acquisition Reform)) presented to Mr. Tom Crean a DAU plaque in commemoration of his being the first President of the Defense Acquisition University. Mr. Frank Anderson presented Mr. Crean with a DAU brass paperweight/coaster. He also unveiled a commemorative plaque with citation and a photograph of Mr. Crean that will be on display in the new Hall of DAU Presidents.

1130 - **LUNCH**

# EXECUTIVE SESSION

DAU BoV

March 28, 2001

1240 - **Executive Session** - Dr. Fox, Chairperson, opened the Executive Session.

Pete DeMayo asked for clarification on when the June DAU BoV meeting would be held. Frank Anderson said that the originally scheduled date of June 6th coincided with the DAU/DSMC 10th/30th Anniversaries celebrations and other events. He is considering whether to hold the June meeting on the 6th or the 14th. As soon as a decision is made, the Executive Secretary will inform BoV members.

Frank Anderson covered several items concerning Rules of Engagement with the Board of Visitors. The length of members' terms will probably be changed to four years from two years when we re-file the DAU Charter in February, 2002. The Board members requested that DAU re-work a chart depicting demographics of the Board, adding some specifics and dropping some categories. Ron Fox said that, all-in-all, he felt that the Board was nicely balanced.

Eric Levi, Chairman of the DAU BoV Budget/Finance Subcommittee, reported on the subcommittee's February 6th meeting. He said that his subcommittee would be dealing with such questions as budget creation, cost management, degree of delegation, and performance review. DAU is a discreet funding line within the DLA budget submission. It appears that approximately \$100 Million has been and will continue to be the level of funding for DAU. This amount has been supported by the DoD Comptroller's Office and does not make the DoD vulnerable to Congressional cuts. Frank Anderson said that he expects in the upcoming budget year that DAU will keep this level of funding and that he sees this as a good news story.

1355 - **Break**

1405 - **Resume**

Jim Gallagher and Steve Ayers make up the DAU BoV Research Subcommittee. Jim is Chairman and he reported that Dr. Ira Lewis is now managing the DAU External Acquisition Research Program (EARP) at Naval Postgraduate School vice Dr. Mark Nissen. Jim Gallagher handed-out a summary of the FY00 Projects. He said that previously the EARP had been too focused on basic acquisition research. Donna Richbourg explained that pressure from the GAO and the DoD hierarchy had fostered this focus at the time. Jim Gallagher then went on to say that now, however, the bias will have to be toward the practical. Ron Fox added that a good yardstick would be to judge the success of a project by its ability to benefit DAU. Basically, the question to be answered is "is anybody going to use that research." Pete Adolph said that by using professional societies, DAU could leverage faculty time and get a very practical and focused study. Frank Anderson said that in the past, DAU had some structural problems and that there was confusion regard research. We have a research structure now and the EARP is one part of it.

Frank Anderson reported that he had established a second study team to look at the DAU

organization. He asked if 2 or 3 members of the Board would be interested in participating in this study in order to provide some extra "eyes" with which to view ourselves. He also asked members to help provide a set of questions for us to look at, so we don't end up being "too close" to the subject we're trying to study. Donna Richbourg added that, in addition to looking at how DAU is organized, the study should help determine if it makes sense for DAU to be delivering the courses that we are delivering. Frank Anderson said that we're looking at driving the equivalencies program. We are also looking to develop 2 or 3 Centers of Excellence (e.g., Contracting, Policy Issues, etc.)

#### **ACTION ITEMS:**

1. DAU will provide Steve Mercer with feedback on what we are doing in the area of using students to do market research.

NO DUE DATE ASSIGNED

2. DAU to develop a briefing on the on re-engineering of the contracting stall.

DUE: September 2001

3. Modify the DAU BoV Roster to include some additional points of contact, e.g., Frank Anderson, Karen Teeple, COL Moran, LTC Ramirez, John Michel, Protocol Office, etc.

DUE: April 30, 2001

4. Rework the DAU BoV demographics chart by adding some specifics and dropping some categories.

DUE: April 30, 2001

5. Develop an online awareness module that would inform people considering or just coming into DoD Acquisition what a career in DoD Acquisition may involve.

DUE: December 2001

6. COL Bill McNally and Mr. Andy Zaleski to brief the BoV on Fast Track 2 Initiative to reorganize DAU.

DUE: December 2001

7. DAU Board of Visitors members let Frank Anderson know if they would be interested and available to participate in the second DAU organization study.

DUE: May 1, 2001

#### **DECISION:**

Approved:

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Chairperson, DAU BoV

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

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**BoV**

Mr. Pete Adolph	Mr. Stephen Ayers	Dr. Lionel Baldwin
Mr. Peter DeMayo	Dr. Ronald Fox	Mr. James Gallagher
Mr. Eric Levi	Mr. Steve Mercer	Mr. Robert Murray
Mr. Jim Sanford	Ms. Karen Wilson	

Absent: LTGEN Thomas Ferguson

**DAU**

Mr. Frank Anderson	Mr. Richard Graham	Dr. John Matherne
Mr. John T. Michel	Dr. Richard Murphy	Mr. Richard Reed
Mr. Tim Shannon	Mr. Andy Zaleski	

**DoD**

Dr. Bob Childs	CAPT Gary Hithon	MAJ GEN Harold
Mashburn		
Mr. Jim Kinder	Ms. Donna Richbourg	Mr. Ken Steffee
Dr. Jerry Smith		