

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

Meeting Date: September 16, 1998

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. He also introduced and welcomed Mr. Stan Soloway, DUSD(AR); Ms. Donna Richbourg, PDUSD(AR); new Heads of DAU schools COL Rod Berlin (AFIT), COL Sam Jones (ALMC), and MAJ Ray Ward (AFCATC); and Mr. John Wilson, Chairman, Acquisition Management Functional Board. Dr. Gertrude Eaton, DAU BoV Chairwoman, also welcomed all in attendance.

Mr. Soloway stressed the absolute essentiality of acquisition education in improving the acquisition workforce and furthering acquisition reform efforts.

0905 - **PREREQUISITES**: Mr. Crean led off his presentation, stating that DAU's curricula are geared toward a "program of instruction" versus simply a conglomerate of individual courses. Prerequisites support a "program of instruction" philosophy. We have made improvements in the area of students showing up for class having met the course prerequisites. However, there are still too many courses where only 33% of students have met the course prerequisites. Faculty response to this situation reflects competing interests among prepared students, unprepared students, and a qualified acquisition workforce - "Will not 'dummy down' the course!"; "Will not overly remediate!"; "Object is to provide learning and skills - not fail!" Initial application of using online technology to ensure completion of course prerequisites was encouraging. 93% of students who passed the online prerequisite portion attended the in-class portion. Classroom time was better spent on new material versus teaching basic material. It also was a more rewarding experience for faculty and students.

All three DACM offices said that they do not "waive" students. Students are supposedly qualified to attend the course either by experience and or fulfillment. It was felt that sufficient guidance regarding prerequisites had been given to the DACMs. However, with 66% of presenting students being unprepared for class, there has to be some "dummying down". Pedagogically, this is poor and seems to dictate a scrutiny of the admissions process. DAU, as an education enterprise, must constantly keep focused on the student.

Acquisition reform is based on experience. However, faculty and student experience is not current. Technology and modularity must factor heavily into the curricula. Fulfillment and experience, both of which almost immediately connote out-of-datedness, are the avenues along which many unprepared students show up for class. Faculty have had to cope with these situations, coupled with DAU's unofficial policy of "no fail", simply because there has been no other choice. Technology will assist DAU in establishing and maintaining continuous enrollment and open enrollment policies. But, technology must

also be used to prepare students better for the classroom if DAU is going to maintain an open admissions policy.

There was concern that we are not getting a broad enough range of current acquisition experience in our student body. There are two aspects here: experience level and learning (education) level. We've gotten the students through the courses without "failing", but we need to measure what is actually happening in the classroom. It seems evident the even though DAU has a prerequisite policy, it is not working well. We are sending out "smart" students ill-equipped to do their job because of lack of experiential skills.

An acquisition manager is going to send to class the student(s) he/she wants to. Questions were raised regarding pressures to send students to classes. The number of quotas are decided before each school year begins, so the number of seats should be adequate. In the beginning, there were insufficient numbers of offerings at Levels I & II; that is not the case now. There are so many courses under DAU that no one answer is going to work for all questions. There are pressures on the Services to fill courses, yet on the other hand there is a need for qualified students. Some action needs to be put into place to mitigate these conflicts. Mr. Crean stated that DAU would come up with actions to break through these barriers. This could take the form of a new and improved advising process. Someone needs to be responsible for "reaching out and touching the individual" and the system must support this. We've got the right students. We now must make sure that we are asking the right questions and getting the right data to ensure a well educated and well qualified student body populating a current, well qualified acquisition workforce.

1015 - **BREAK.**

1035 - **DAU EXTERNAL RESEARCH PROGRAM:** Dr. Mark Nissen, Research Professor at Naval Postgraduate School, presented his proposal for a DAU external research program. New knowledge is a product of research. Prior research efforts have been lacking due to the absence of top university participation and a sufficiently prestigious academic journal in which to publish results. DAU needs to look at both quality and quantity of research. The proposed research program would be a peer-reviewed, competitive program that would target leading universities outside the DoD. A well-designed marketing effort would highlight the merit based awards and non-pecuniary incentives (e.g. access to DoD, prizes, publication, etc.) of the program. The President, DAU has already approved the initial funding for the program (\$500K) effective October 1, 1998.

Some primary areas for research include acquiring services. We know that we don't do a good job in this area, yet 61% of DoD's money goes toward services. We tend to focus on system acquisition, but we can't lose sight of services. The DoD needs to move from managing supplies to managing suppliers. Various professional associations might be a potential source of cooperative funding. It might be difficult to entice people from leading universities to participate due to their own "higher priority" research. It is envisioned that within a few years, the research products would generate self-supporting funding.

We have problems facing us now. The sweep may be too wide. Research needs to be focused more on the applied side. With limited funds and limited people, projects will most definitely need to be prioritized. DAU is more like a medical school, instilling practical skills versus an academic university. DAU really is not in the business of doing scholarly research. The focus of the research program should be toward more rigorous and applied topics. Although we have to do research for the acquisition practitioners, we cannot forget the acquisition executives. Part of the research program should encompass the stimulation and growth of the DAU faculty members. Additionally, research on the Acquisition Workforce is necessary. In this period of right-sizing, it would have been extremely helpful to have known the characteristics of the acquisition workforce we would need. Mr. Crean stated that the external research program would be a continuing topic at our Board meetings.

1145 - EXTERNAL PARTNERSHIPS: Dr. Lenore Sack, Director, DAU Academics Division, presented the initial design of a program that will partner DAU with external professional associations. There are many parts to the DAU and we need a unified approach in our move toward a unified organization. A partnership program with external professional societies and associations would help and would tend to formalize prior casual or unofficial relationships. We need to decide how to set-up these partnerships and to ensure that both curricula and faculty are included. We also need to ensure that we integrate "best practices" in establishing the partnerships program. Information from the BoV will be very useful since the members are in touch with these associations. We will first develop a model that will reflect the functions for which DAU is responsible. Initial candidates include: National Contract Management Association (NCMA), Project Management Institute (PMI), and Society of Cost Estimating Analysts (SCEA).

1200 - LUNCH.

1330 - TRANSITION TEAM REPORT PRESENTATION: The team report was distributed earlier for the BoV members to read prior to starting the afternoon session. Mr. Crean initially cited the events leading-up to the transition report. Dr. Kaminski (then USD(A&T)) commissioned the Process Action Team (PAT) on Acquisition Education. Dr. McMichael tasked LMI to do a core faculty qualification study. Dr. Gansler (USD(A&T)) tasked Mr. Crean to develop an alternative to the findings of the PAT team report. Mr. Crean also announced that it is very imminent that the DoD Chancellor of Education will be named. DAU will report directly to USD(A&T) for content and to the Chancellor of Education for education standards.

LTC Bruce Moler (Transition Team Head) opened the presentation with an executive summary. He indicated that the team's mission was to look at alternatives to the PAT and provide recommendations that would transition DAU to a unified, world class acquisition education institution made up of, among other components, a pre-eminent faculty well positioned to train the future acquisition workforce. Recommendations were grouped into four categories: faculty qualifications; schools, functions, staffing, and structure; relationships among FBs, DACMs, and DAU; and faculty size.

Ms. Meg Hogan (NCAT) presented the five report recommendations on faculty qualifications. They consisted of: establishing hiring standards; Title X provisions for DAU faculty; retain the current (30%) military/civilian mixture for faculty; implement faculty enrichment program; and implement faculty evaluation model to promote excellence. Statistics indicate that at present over 75% of the faculty have a graduate degree and that 20% have multiple graduate degrees. The 30% military/70% civilian mix was described as not insurmountable. There needs to be a cultural change, though, so that the military will not see faculty positions as "terminal". Although getting joint credit for being assigned to these "purple" faculty positions was seen as critical in effecting the needed cultural change, it was also considered extremely unlikely that it would ever happen. Unfortunately, the acquisition community is not the only community petitioning the various personnel chief within the Services for joint duty credit. Most bluntly, joint duty credit for teaching at DAU was described as "a non-starter"!

Dr. John Matherne (ALMC) presented recommendation #6 thru #9 on schools, functions, staffing, and structure. The unified structure would reflect four main DAU campuses with regional detachments as necessary, and all faculty on one DAU manning document. The President, DAU would determine the size of DAU's administrative staff as the transition progresses. The Office of the President, DAU would be reorganized to include a Provost, an Office of Research & Information, an Automation Management Support Office, an Office of the Comptroller, an Office of Outsourcing, an Office of Student Administration, and an Educational Support function. An Executive Board would also be formed within the Office of the President, DAU. The concept of regional detachments did not seem in line with the concept of a lean and mean organization nor with a cost effective end-state. Detachments would provide DAU with a notional flexibility, since we do not know where the workforce will be in the future. The Board felt that maintaining regional detachments, DAU might be hedging their commitment to Distance Learning. Distance Learning must be aggressively pursued and up-front investment in DL is crucial. Affiliations with Service Acquisition Executives should be maintained even as DAU forges ahead with DL.

Ms. Donna Stoffer (DCPSO) covered in some detail the specific functions of the newly formed offices within the President's office. The Board suggested that since the Provost would be responsible for continuity in the day-to-day operations of the Office of the President it may be better to have a high-ranking civilian provost versus a military provost that would possibly rotate every 2 to 3 years.

Dr. Richard Murphy (AFIT) described the curriculum design and course development processes. These processes and their respective players will rely on communication, coordination, and cooperation. The duties of the old Functional Board working group will be formalized into Functional Integrated Product Teams, which will be directly responsible to the President, DAU. The Provost will be responsible for evaluation/assessment via after course surveys, faculty evaluation, and DAU student assessments. The feedback loop includes the Deans of the 4 DAU campuses since the faculty report thru the Deans, who sit on the Executive Board.

Dave Scibetta (DSMC) provided an overview of the transition team's efforts in data collection and data analysis. The transition team examined various baselines and models. The team calculated a core faculty size between 275 and 315 based on projected FY1999 DAU workload.

Bruce Moler (DSMC) summarized the team's efforts and presentation to the BoV. As the team progressed in their work, they evolved their original vision and mission to develop an alternative path, yet still have DAU arrive at the end state envisioned by the Process Action Team. The transition team's work was truly an IPT effort, relying heavily on a sound analytical approach to their task.

1545 - Mr. Crean closed this meeting of the Board of Visitors

EXECUTIVE SESSION
Defense Acquisition University (DAU)
Board of Visitors (BoV)
September 16, 1998

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

1600 - Dr. Gertrude Eaton, Chairwoman, opened the Executive Session.

There is a need to re-establish/re-address the uniform admissions criteria in conjunction with the DACMs. Also, an open admissions policy and a reluctance to "fail" students do not preclude quality.

The Board felt that the transition team report was excellent. The unified DAU organization seemed based on sound academic instincts, while still providing a politically acceptable solution. However, although it is "politically acceptable", the Board is skeptical about it really providing a creative alternative to the present structure. Primarily, the regional detachments were a choke point with the Board, flexibility notwithstanding.

The new, unified structure appears to provide for faculty assessment and accountability. The process should also include means for validation of students, the President, and faculty. A big plus of the new structure is that creates a unified faculty, all of whom are reportable and accountable to the President, DAU.

The Board, not wanting to denigrate their above stated concerns about the proposed structure, felt that depending on what areas DAU moved into and how quickly they moved with Distance Learning and other Technology Based Learning efforts, the actual structure of the DAU may not play that big a part.

The Board acknowledge that the personnel issues would be tremendous, but that they are not insurmountable. To the extent practical, we do not want to put loyal employees "out on the street."

The Board felt strongly that the Provost should be a high-ranking civilian; a "tough" person with very solid academic credentials. DAU needs to develop and use appropriate metrics that can be globally validated.

The members were quite pleased with the external research presentation. So much so that they would like to endorse the nomination of Mr. James Gallagher as a non-academic member of the DAU Research Council and as liaison between the BoV and the Council.

The Board would like to endorse the furthering of efforts to set up formal partnerships between the DAU and acquisition related professional societies and associations.

ACTION ITEM: Mr. Crean will write a letter requesting nominees for the vacancies on the BoV from industries represented on the DAU Research Council.

DECISION:

Approved: Thomas M. Crean
for Chairperson, DAU BoV
NOV 12 1998

Disapproved: _____

Other: _____

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

Meeting Date: September 16, 1998

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

BoV

Dr. Lionel Baldwin
Dr. Ronald Fox
Mr. Robert Murray

Mr. Peter DeMayo
Mr. James Gallagher

Dr. Gertrude Eaton
Mr. Eric Levi

Absent: Mr. Charles Adolph, Mr. Stephen Ayers, Mr. Donald Campbell,
LGEN Thomas Ferguson, and Mr. Sean O'Keefe

DAU Office of the President

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

LTC John Manning
Mr. Will Peratino
Mr. Frank Sobieszczyk

DAU Transition Team

Ms. Meg Hogan
Dr. Rich Murphy

Dr. John Matherne
Mr. Dave Scibetta

LTC Bruce Moler
Ms. Donna Stoffer

DoD

Mr. Keith Charles
Dr. James McMichael
Mr. John Wilson

LTC Dave Goss
Ms. Donna Richbourg

Mr. Bill Hauenstein
Mr. Stan Soloway

DAU Consortium Schools

COL Rod Berlin
Mr. Richard Graham
Dr. Jerry Smith
MAJ Ray Ward

Dr. Linda Brandt
COL Sam Jones
Ms. Donna Stoffer *

Mr. Joe Burton
Ms. Debbie Schultzel
RADM Leonard Vincent

* Ms. Stoffer is also a Transition Team member.



THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

24 FEB 1999

ACQUISITION AND
TECHNOLOGY

Dr. Gertrude Eaton
Associate Vice Chancellor for Academic Affairs
and Chair, Defense Acquisition University Board of Visitors
University of Maryland
3300 Metzgerott Road
Adelphi, Maryland 20783-1690

Gertrude
Dear Dr. Eaton,

Thank you for sharing with me the views from the September 1998 Board of Visitors meeting concerning the current accomplishments and future directions of the Defense Acquisition University. Your leadership is very much appreciated. I confess to missing the times I spent in your chair and the lively discussions that each meeting brought. Please give my regards and thanks to each member. We are all committed to making the Defense Acquisition University a world-class learning institution, and the Board's recommendations are an important part of the process.

Enrolling the right students in the right courses is critically important to the educational process and for ensuring that our workforce is properly trained and educated. One focus is to ensure that students meet course prerequisites, except for academically valid exceptions. The quality of our offerings is paramount. "Dummying down" courses is not acceptable to me. As such, the DAU President, Tom Crean, has provided me an action plan, which I am providing with this letter, to resolve the prerequisite issues. He will brief the Board on the prerequisite actions addressed in this plan at the next meeting.

I note with pleasure your assessment of the briefing of the plans for an external research program, because I have always felt that needed attention. External partnerships with professional associations, industry, and academia are an important area DAU is addressing. They will continue to pursue an external research program and will provide an update on their progress at the next meeting.

Tom will also keep you and the rest of the Board advised on our progress in the other areas you mentioned, especially the DAU transition plan and our experience with technology-based learning initiatives. We are working diligently in these areas to ensure we are leveraging our resources to the maximum extent possible.

Thank you again for your report, and I look forward to the next one.

Sincerely,

J. S. Gansler
J. S. Gansler

Attachment
As stated





CELEBRATING
A DECADE OF
LEARNING,
LEADERSHIP,
OPPORTUNITY

OFFICE OF ACADEMIC AFFAIRS

November 16, 1998

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

Dear Dr. Gansler:

The Board of Visitors of the Defense Acquisition University met in September, and I am pleased to share with you their views about the current accomplishments and future directions of the DAU.

The Board continues to believe that there is a serious disconnect between the assessment of students' work experience and previous education and their placement in acquisition courses. Apparently 66 percent of enrollees are unprepared to successfully complete the coursework. The faculty member, it appears, has two choices: fail students or lower the standards. Because there is such pressure for the DACMs to meet APMC course quotas, and because decisions about the preparation needed to enroll in particular courses are not made by DAU, there appear to be few opportunities for students to learn which skills are pre-requisite. It is the Board's sense that moving forward with a modular, on-line, performance-based curriculum is the best way to provide to the acquisition workforce information on the curricula and high quality training. Further, I believe that the BoV wishes to convey their sense that conflicts among constituencies within the DoD, which result in "dummying down" courses, is bureaucratic and will require your strong attention.

The BoV was very pleased with the briefing on the DAU External Research Program. There has been an allocation of \$500,000 from DAU for FY' 99; it appears that the Services might be willing to supplement that amount. The consensus was that the research should not be designed to gain credibility within universities but to suggest practical solutions to acquisition problems that presently affect the success of DoD program managers and their superiors. Jim Gallagher has agreed to serve as the BoV's liaison to a proposed peer review board to implement the research program.

The BoV received a briefing on the Transition Team Report; however, members asked for more time to review the proposed structure before endorsing its accompanying strategies. The BoV expressed its appreciation for the hard work and carefully detailed

Dr. Gansler
November 16, 1998
Page 2

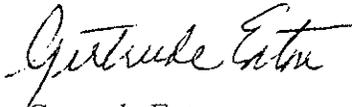
recommendations of the Transition Team. Two areas appear to need further attention, faculty and administrative accountability and technology enhanced learning and pedagogy. I have asked the President, DAU, to articulate these goals and to brief the BoV on them. Specific issues identified by the Board follow.

- Why is the president a long term civilian, and the provost is a military officer? Isn't it expected that the provost remains in the position for an extended period of time?
- Will either the president or provost be steeped in acquisition reform?
- How will authority be delegated to the Deans? Will they serve on the DAU Executive Board? What will their role be?
- Is it anticipated that faculty will have long-term expectations to work within the DAU? How will they be promoted, or retained?

Finally, the BoV would find it helpful to hear from the Service Acquisition Executives who will be affected by the transition plan.

As always, the BoV sends its warmest regards and expresses continued support for moving forward with the goals of acquisition reform.

Sincerely,



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

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)

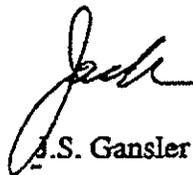
**THE UNDER SECRETARY OF DEFENSE
ACQUISITION AND TECHNOLOGY**

NOV 30 1998

MEMORANDUM FOR: THOMAS CREAN

SUBJECT: DAU/BOV Report of November 16

I am very concerned about the observations made by the BOV in the second paragraph of Gertrude's letter (attached). I would like to receive a corrective action plan prior to the next BOV meeting. This clearly is an area to address as we move toward a "world class" status.



J.S. Gansler

Attachment:
As stated

cc:
Gertrude Eaton
Dave Oliver
Stan Soloway
Len Vincent



ACQUISITION AND
TECHNOLOGY

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (ACQUISITION & TECHNOLOGY)
PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE
(ACQUISITION AND TECHNOLOGY)

THROUGH: DEPUTY UNDER SECRETARY OF DEFENSE (ACQUISITION REFORM)

FROM: PRESIDENT, DEFENSE ACQUISITION UNIVERSITY
Prepared by: Thomas M. Crean/DAU/845-6733, February 5, 1999

SUBJECT: Student Prerequisites for Defense Acquisition University Courses—
ACTION PLAN - APPROVAL DECISION

PURPOSE: Reply to Memorandum from Under Secretary of Defense (Acquisition & Technology)

DISCUSSION:

- In a Memorandum dated November 30, 1998, you requested an action plan from DAU concerning prerequisites for courses. The issue was raised in a November 16, 1998 letter from Dr. Gertrude Eaton, Chair, and Defense Acquisition University Board of Visitors (DAU BoV). The course prerequisite issues have been considered since your tenure as Chair of the BoV. DAU has established and published course prerequisites, where appropriate. The prerequisites are DAU courses the student must take before taking another course. Procedures have been established with the Directors of Acquisition Career Management (DACM) for enforcement of the course prerequisites. The DACMs ensure students meet course prerequisites but have the authority to waive the requirement. Under present procedures, DAU does not refuse students who do not meet course prerequisites. Based on the data available, a significant percentage of students do not meet course prerequisites.
- I recommend we continue the actions started as well as the proposed:
 - Gather data to determine the extent of the problem and the effect on student learning. The comments on prerequisites in Dr Eaton's letter are based on information gathered by DAU in early 1998. Since then, the DACMs have made an effort to ensure students meet prerequisites. Based on informal comments from faculty, the percentage of students meeting prerequisites has significantly improved. In the Acquisition Program Management Course (APMC) just graduated from DSMC, 78% of the students met prerequisites, a significant improvement over the previous class. DAU will conduct a spot survey of students in January and February 1999 to determine the current status of the prerequisite issue. This information will be available for the next BoV meeting and provide an up-to-date assessment of the issue.



