

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

Meeting Date: September 1, 1999

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

0905 - **Welcome** - Mr. Thomas M. Crean, DAU President, welcomed the members of the Board and the staff in attendance. Mr. Crean introduced Air Force BG Frank Anderson, the new Commandant of the Defense Systems Management College (DSMC). Also, Mr. Crean announced that Dr. Jacques Gansler USD(A&T) had approved two new members of the Board of Visitors. The two new members are Dr. Wendell Holloway, Interim President, Bowie State University, and Ms. Karen Wilson, Vice President for Government Finance and Process Excellence, Allied Signal, Inc. Ms. Denise Dunson, Acting Chief Acquisition, DLA Center for Training, Education, and Development, was also introduced. Dr. Gertrude Eaton, Chairwoman, also welcomed all in attendance.

0915 - **DAU Course Prerequisites** - The biggest issue in this regard was the Advanced Program Manager's Course (APMC). As reported by the Directors of Acquisition Career Management (DACMs), the upcoming September 13, 1999 class has 100% of the students meeting the prerequisites. However, students attending the APMC course and other DAU courses can meet prerequisites in more than one mode. DAU will continue to monitor course prerequisite satisfaction to ensure that the spirit and not just the letter of the policy are being satisfied.

0925 - **DAU External Acquisition Research Program (EARP)** - DAU and the research proposal review panel wanted to be able to fund more than the original five topics that received FY 1999 funding. Unfortunately that was not possible, due to the level of effort that would have been required to get the "next bests" up to an acceptable level. Dr. Eaton thanked Mr. Jim Gallagher for his liaison efforts between the BoV and the research program. Research results will be published in the Acquisition Review Quarterly and made available via the DoD Acquisition Deskbook.

0935 - **Transition Plan** - Delivered to the USD(A&T) at end of July, 1999 with concurrence from the Services and Defense Agencies. All of the work that the Services exerted to obtain these concurrence is very much appreciated. Dr. Gansler signed a memo to Dr. Hamre, Deputy Secretary of Defense, strongly supporting the transition plan, around the 13th of August. DAU is expecting Dr. Hamre to approve the plan by the second week in September. Several related efforts are currently underway, primarily the GAO report on "best practices." See detailed discussion at 1300.

The benefits of a media blitz through various Public Affairs Offices in getting the word out regarding the transition was discussed. It was also suggested to "court" support of key Congressional staffers by keeping them informed about the transition. Use liaison offices. Target upper levels with simplified, sanitized versions. Prime targets may be commerce committees.

The interface between the DAU and the DoD Chancellor for Education was discussed. Originally thought of as "an ultimate authority", the Chancellor's role is still being worked-out; currently seen more as an ensurer of education quality.

0955 - **Dr. Linda Brandt**, Director, Industrial College of the Armed Forces (ICAF), briefed the Board on ICAF's history and mission as a Senior Service War College. Its students run the gamut in acquisition experience. Its curriculum includes Harvard Business Review-type cases, plus cases from the Kennedy School of Government. ICAF's focus is cross-functional versus the more traditional "stovepiping" of the DAWIA. The courses within the senior acquisition curriculum definitely strive to stay current (on such matters as acquisition reform), but it is geared more toward a broader perspective versus the "day-to-day, nitty-gritty".

ICAF reports to the Chairman of the Joint Chiefs of Staff, with a "dotted line" through USD(A&T). Additionally, it has several advisory type bodies: a regular Board of Visitors; an Industry Conference Board, which provides access to the defense and commercial industries communities; and an NDU Foundation, an advocacy body.

1020 - **Award Presentation** to Mr. Donald Campbell, a Charter Member of the DAU Board of Visitors. Mr. Crean thanked Mr. Campbell for his work in helping forge the Legislation that lead to the establishment of the DAU and his work from the early days of the Board. Mr. Campbell, in his acceptance remarks, cited outsourcing as a major issue facing DoD Acquisition Reform efforts and the DAU curriculum.

1025 - **BREAK**

1050 - **EPMC Extranet** - Mr. John Hickok, Course Director, Executive Program Managers Course (EPMC), highlighted the information technology developments being implemented at the DSMC to enhance the learning experience for EPMC students. An Integrated Performance Support Extranet is in place for both on- and off-campus, pre-, concurrent, and post-course delivery support. The system currently contains, among other data and information, 25 to 30 course-related topics. All course learning materials are online in integrated learning modules. Its focus is on continuous learning as opposed to certification-type training. The system uses question-based reasoning in order to aid students primarily while they are in the EPMC class. Later developments are intended to make this system available to the entire acquisition and technology workforce in the DoD.

1135 - **Professional Development Program** - Ms. Norline DePeiza explained that the program not only complies with OSD's continuous learning policy but also provides for faculty currency and development, while providing opportunities for collaboration and partnering. Included among its accomplishments thus far, the program has a communication and distribution link with the OSS, the Operational Support System that supports DAU's distributed learning efforts. There is also a DAU Professional Development Website (<https://daudev.fedworld.gov/dau/index2.htm>).

A Professional Development survey was conducted that assessed staff and faculty training needs. The results of the survey will provide a baseline of technology skill levels. They will also help to establish benchmarks for funding the program. Each staff and faculty member will have an online account for his/her Individual Development Plan and will be able to track and document training requirements and completions. A DAU Professional

Development conference is in the planning stages, to be held in November, 2000. It will involve all DAU staff.

#### 1155 - LUNCH

1255 - Prior to officially resuming for the afternoon, a strong caution was voiced regarding not losing sight of the internal research study of "lessons learned". This also brought-up questions regarding the current status of the Acquisition Research Coordinating Committee. It was suggested that an update be on the December agenda.

1300 - **GAO Report on "Best Practices"** - The DRAFT and final versions of "Best Practices - DoD Training Can Do More to help Weapon System Programs Implement Best Practices" (GAO/NSIAD-99-206) are virtually identical, with the final containing the DoD response which is signed by Dr. Jacques Gansler. The DoD concurred with the report and its recommendations. The lack of priorities within the DoD's 40+ acquisition reform initiatives and the lack of a strategic implementation plan were two of the report's observations that the Board discussed. There is a need for initiative training, targeted training. It was pointed out that several items from the original acquisition education and training process action team report were also cited as problematic in the GAO report, specifically the direct accountability of the President, DAU and faculty issues. There is not enough in-depth, how to training. The transition plan deals with infrastructure. We also need to remember to focus on the learner.

A critical area involves the transmission of information at the right time to the learner. We must dispel the notion, however, that simply getting the information out is the end of our job. We have to teach the people how to use the information. The biggest positive impact will be in those courses that take students through the thinking process and help them to solve problems. As the GAO points out, there is a need for targeted training. There needs to be a linkage between the training institutions and the execution institutions. DAU needs to expand its delivery of certification training to include targeted training that uses seminars and case-study type methodologies. Efforts need to be directed toward getting the program managers' minds changed so that they participate in DAU training efforts versus being "rock throwers". Within available resources, we need to figure out how to free-up our faculty so that they are available to work with program managers. Having DAU faculty deployed in this manner will have at least two benefits. 1) They can help determine what training the program offices need; and 2) They can spend time developing current materials for the classroom while collecting lessons learned from the field.

1335 - **Distance Learning** - Mr. Will Peratino talked about the six courses that currently are available in a distributed environment from DAU and that their throughput, in most cases, far exceeds projections. Between now and October, 2000 an additional twelve courses are expected to be made available online. Some lessons learned indicate that online course delivery is financially beneficial. "Savings" on ACQ 101 alone are approximately \$3 million. Engaging, interactive content helps to reduce student attrition. The use of Instructional System Design is very valuable. Although we experienced some initial difficulties with browser plug-ins being downloaded, DAU's current practice of using CD-ROM installation for library and graphics files emulated industry's "best practices". The use of commercially available off-the-shelf (COTS) software for BCF 102 has helped to reduce a (normally) 9-month development cycle to a 3-month development period. Several future initiatives were also briefed, including Electronic Performance Support Systems (EPPS) and the "Desktop of the Future".

1410 - **End-of-Course Evaluation** - LTC Tricia Lane demonstrated the DAU On-Line Course Evaluation System. It works well and is quite useful to her and other faculty members.

1435 - **Break**

**EXECUTIVE SESSION**  
**Defense Acquisition University (DAU)**  
**Board of Visitors (BoV)**  
**September 1, 1999**

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

1450 - **Executive Session** - Dr. Gertrude Eaton opened the Executive Session. All Board members were impressed with the GAO report and saw golden opportunities for DAU to capitalize on its recommendations. DAU could benefit from the leverage available in the GAO report by keeping Congress informed (via key staffers) and by maintaining an on-going dialogue and interaction with GAO analysts. Build a support base for acquisition education and the University. Don't merely come up with another "plan to plan". It was suggested that a "field trip" might be arranged for University and Board members to visit and interact with GAO.

The DAU External Research Program seems to be off on the right foot. However, much can still be accomplished using internal resources as well. There appears to be a lack of visible progress in the Internal Research arena and we should not lose sight of our faculty members performing research. The current status of the "vitality" of the Acquisition Research Coordinating Committee was again questioned.

**ACTION ITEM** - Devote a large part of the December 1, 1999 BoV meeting to hammering-out details of how to implement recommendations from the GAO "Best Practices" report.

**ACTION ITEM** - Provide update on status of Acquisition Research Coordinating Committee at December 1, 1999 BoV meeting.

**ACTION ITEM** - Schedule the FY 1999 DAU EARP recipients for presentations at the December 1, 1999 BoV meeting.

**ACTION ITEM** - Try to arrange for Ms. Jeanne Meister (Corporate University Xchange) to brief the Board at the December 1, 1999 BoV meeting.

**ACTION ITEM** - Make necessary arrangements for BoV members to have access to the EPMC Extranet.

1510 - **Adjourn**

DECISION:

Approved: Cree 11/8/99  
for Chairperson, DAU BoV

Disapproved: \_\_\_\_\_

Other: \_\_\_\_\_

**ATTENDEES**  
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**Board of Visitors (BoV)**

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

**BoV**

Mr. Charles Adolph

Mr. Stephen Ayers

Dr. Lionel Baldwin

Mr. Peter DeMayo

Dr. Gertrude Eaton

Dr. Ronald Fox

Mr. James Gallagher

Dr. Wendell Holloway

Mr. Sean O'Keefe

Absent: LGEN Thomas Ferguson, Mr. Eric Levi, Mr. Robert Murray

**DAU Office of the President**

Mr. Thomas Crean

Mr. John T. Michel

Dr. Lenore Sack

Mr. Frank Sobieszczyk

Mr. Joe Wargo

Mr. William Peratino

**DoD**

Ms. Marty Evans

Mr. Bill Hauenstein

Dr. James McMichael

Ms. Donna Richbourg

Mr. Stan Soloway

Mr. Craig Spivek

**DAU Consortium Schools**

BG Frank Anderson

Dr. Linda Brandt

Dr. Joe Burton

Dr. Bob Childs

Ms. Denise Dunson

Mr. Richard Graham

COL Sam Jones

Dr. Greg Kailian

Dr. John Matherne

Ms. Barbara Mroczkowski

Mr. Richard Reed

CPT Manuel Saenz