

DAU TRANSITION PLAN

A STRATEGIC PLAN

FOR RESTRUCTURING THE

DEFENSE ACQUISITION UNIVERSITY



SEPTEMBER 1998



DEFENSE ACQUISITION UNIVERSITY

2001 NORTH BEAUREGARD STREET
ALEXANDRIA, VIRGINIA 22311-1772

September 14, 1998

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (ACQUISITION AND TECHNOLOGY)

SUBJECT: Transition Plan for the Defense Acquisition University

This Transition Plan responds to your memorandum of December 23, 1997. In that memorandum, you approved modified recommendations of the Acquisition Education and Training Process Action Team (PAT). Based on this decision, you directed the President, Defense Acquisition University (DAU) to:

- Transform the current DAU consortium into a unified structure that assigns DAU's leadership comprehensive responsibility and management authority for the development and delivery of Department of Defense (DoD) acquisition education and training.
- Streamline DoD's education process and establish a pre-eminent faculty to develop and deliver a validated curriculum in a timely, efficient and effective manner to the entire acquisition workforce.

The attached DAU Transition Plan is based on your decisions, the PAT report, and the report and recommendations of the DAU transition team (attached). The primary objective of the plan is a pre-eminent faculty organized in a unified structure. I intend to commence implementation of the plan immediately after your approval and achieve all objectives within 12 months. Recommend approval of the plan and direction for immediate implementation.

As you directed, I convened a six-member transition team composed of members of the DAU Consortium to make recommendations in five areas. The transition team submitted its report on September 11, 1998, and I concur with the team's recommendations. The five areas are:

- The working relationship among DAU, the DACMs (Component Directors of Acquisition Career Management), and the Acquisition Career Functional Boards (FBs).
- The appropriate number of schools, their staffing levels, and their relationship with DAU.
- The proper organization and staffing of the Office of the President, DAU.
- The size and qualifications of the core faculty, to ensure a mix of practitioner experience and academic credentials.

- Use of the Logistics Management Institute (LMI) “Defense Acquisition University Core Requirements & Faculty Structure Study” as a starting point.

The DAU Transition Plan describes actions in each of four main areas (structure, faculty, Office of the President, and relationships) and provides milestones for implementation.

I believe that the attached Transition Plan will streamline the acquisition education and training process under the USD(A&T) while responding appropriately to the DoD Chancellor, when appointed.


Thomas M. Crean
President
Defense Acquisition University

Attachment

V. MILESTONE SCHEDULE

APPROVAL ACTIONS:

Date

Transition team submits report to DAU President Sep 98
President submits transition strategy to USD(A&T)..... Sep 98
Review and decision by USD(A&T) on transition strategy..... Sep 98

IMPLEMENTATION ACTIONS:

Days after USD(A&T) approval

With approval of USD(A&T), President, DAU appoints Provost 10 days
President, DAU appoints Dean for each campus 15 days
President, DAU organizes Transition Support Group
within office of the President..... 30 days
Faculty submits requests for Title X status 90 days
Evaluation and selection of initial DAU core faculty..... 120 days
Organization of campuses and regional detachments and
negotiation of Installation Support Agreements 150 days
Completion of actions to move DAU core faculty to DAU
manning documents 365 days

I. STRUCTURE

The following is the proposed unified organizational structure for the Defense Acquisition University (DAU). The key objective of this structure is to provide the consistent standards and central direction required to achieve a preeminent faculty. DAU will reorganize the schools into four main campuses directly under the authority and control of the President of DAU. DAU will establish regional detachments. The regional detachments will be located where courses will be taught to the acquisition workforce (AWF) as well as where schools are presently located. There will be a single manning document for DAU including all faculty and staff positions, with a direct reporting chain to the President, DAU. The structure also accounts for affiliated schools and use of private vendors.

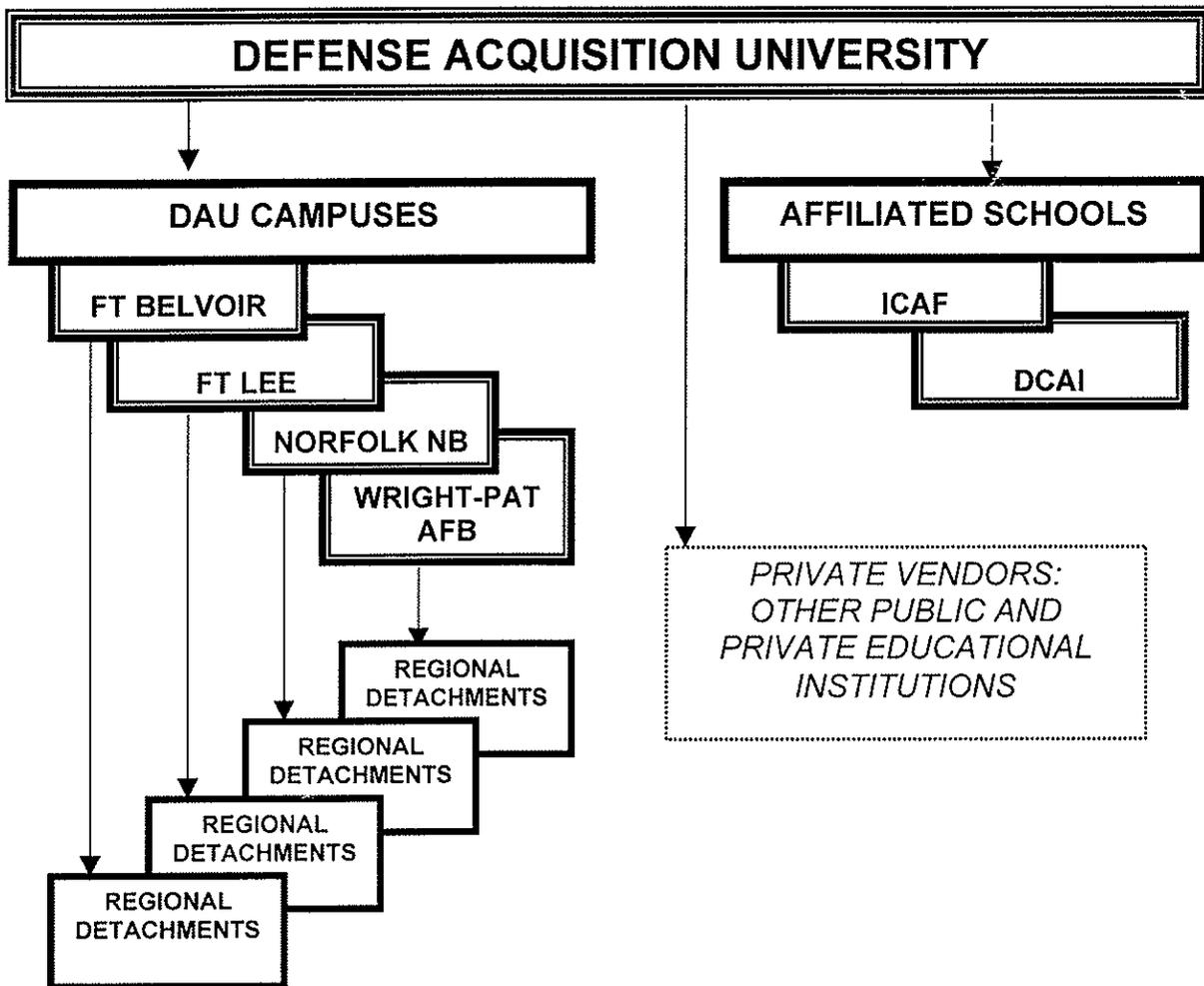


Figure 1

Four Campuses: The four DAU campuses are:

- The Defense Systems Management College of DAU at Ft. Belvoir, VA.
- The Army College of Acquisition Training of DAU at Ft. Lee, VA (within the current ALMC organization.)
- The Navy College of Acquisition Training at Norfolk Naval Base, VA (within the current NCAT organization.)
- The Air Force College of Acquisition Training at Wright-Patterson AFB, OH (within the current AFIT organization.)

Each site will be designated a DAU Campus, e.g., DAU Campus at Ft. Lee. A Dean or Commandant will head each campus and report directly to the President. The grade of the commandant or dean will be at least O-6 (military) or civilian equivalent.

Regional Detachments: DAU regional sites and schools that contain DAU resources but are not campuses or affiliated schools will become regional detachments and report to the office of the President through a DAU campus. The number and size of the regional detachments will be determined by the number of faculty required. The initial regional detachments and reporting alignment are as follows:

- Reporting to Fort Belvoir DAU Campus:
 - Hanscom AFB, MA
 - Huntsville, AL
 - Ft. Monmouth, NJ
 - DAU faculty at the Information Resource Management College (IRMC) Washington, DC
- Reporting to Norfolk DAU Campus:
 - Patuxent River, MD
 - San Diego, CA
 - DAU faculty at the Naval Facilities Contracts Training Center (NFCTC), Pt. Hueneme, CA
 - DAU faculty at Rock Island, IL
- Reporting to Wright-Patterson AFB DAU Campus:
 - DAU faculty at the Lackland Training Center
 - DAU faculty at the Defense Logistics Agency Civilian Personnel Support Office (DCPSO) Columbus, OH

Affiliated Schools: Affiliated Schools are the Industrial College of the Armed Forces (ICAF) and the Defense Contract Audit Institute (DCAI). These schools operate outside

the normal policies and procedures that apply to all other DAU components. Their relationships with DAU will not change.

Private Vendors: Responsibility for private vendors will fall directly under the office of outsourcing in the office of the President.

Summary: The new unified DAU organization provides:

- Direct authority and responsibility for development and delivery of defense acquisition education and training.
- One focal point for all DAU-funded courses.
- Direct management control of courses providing a single focal point to the functional boards (FBs) and acquisition community.
- Elimination of redundancies.
- Clear lines of authority and assignment of responsibility with the ability to:
 - effectively resolve issues
 - execute near and long term plans
 - deal with change
 - maintain customer focus
 - easily communicate laterally and vertically.

II. FACULTY

The most difficult aspects of the transition will be the personnel actions required to select and employ a preeminent faculty in a single manning document.

Faculty Size: The office of the President, DAU, will manage and direct the size of the DAU core faculty. The initial DAU core faculty will consist of approximately 275 members. This estimate anticipates extensive use of the private sector and technology based education for delivery of courses. This core faculty will be concentrated in the four DAU campuses and affiliated regional detachments. DAU will establish the initial core faculty within a 12-month period.

Faculty Qualifications: As recommended by the Board of Visitors (BoV), the PAT, and the Transition Team, faculty members will be “preeminent” in their fields. The BoV has defined preeminent as “...outstanding in doing what particular kinds of education and training they are attempting to do”. The DAU faculty will be knowledgeable about both acquisition specialties and pedagogy. They will possess the right knowledge base, experience, and communication skills to reach the DoD acquisition workforce personnel with the information necessary to enhance their job skills. Faculty members will also serve as consultants to assist workforce members, researchers, and industry in reforming the DoD acquisition system. In addition, faculty members will:

- Possess a graduate level degree.
- Be certified at DAWIA Level II to instruct Level I Courses; for all other courses, faculty members must be certified at DAWIA Level III.
- Have previous teaching experience in an acquisition related area in a DoD service school or college-level environment in the private sector; or prior to development or delivery of DAU curriculum successfully complete formal instructor certification training equivalent to the DAU faculty professional development policy.

NOTE: The above requirements may only be waived by the President and then only when the candidate’s experience is considered commensurate with the requirements or critical to the education mission.

Faculty Personnel System: DAU will adopt Title X provisions for all civilian members of the DAU core faculty. Title X provides the flexibility to draw from the widest population and enhance the University’s ability to maintain a preeminent faculty. The Excepted Service rules and the potential for Title X pay provisions will provide the necessary flexibility.

Faculty Mix: DAU will maintain the current mix of approximately 30 percent military and 70 percent civilian faculty. Military members provide essential practical acquisition

experience. Civilian members provide qualifications in the academic discipline and knowledge of teaching pedagogy.

Faculty Selection: The President, DAU will manage the faculty selection process to ensure appointment of a preeminent core faculty as soon as possible but no later than 12 months. Present DAU civilian faculty members will request Title X status within 90 days of approval of this plan. The Executive Board will screen applicants and select core faculty members. All current military faculty members will become members of the initial core faculty. To meet future civilian faculty needs, the Executive Board will establish a faculty selection board composed of DAU core faculty members. This board will screen applicants and submit nominations to the Executive Board for approval. The Services will select future military faculty members. In each case, the appropriate Service Acquisition Executive (SAE) will certify that the military faculty member meets DAU standards for preeminent faculty.

Faculty Enrichment Program: DAU will implement a faculty enrichment program that expands faculty expertise currency and scholarly research. This program will provide professional growth opportunities and will improve DAU's ability to attract the best professors. It will also support the faculty's capacity to expand their expertise and remain current.

Faculty Evaluation: DAU will implement a faculty screening and evaluation program that sets expectations for excellence, establishes data collection and review processes, and provides a variety of incentives and recognition for outstanding achievement. This system will replace the standard civil service annual evaluation and provide insight into all aspects of faculty goals and accomplishments. The DAU program will draw from various systems currently in practice to set the desirable professional goals for a preeminent faculty. This system will serve as an effective communication and evaluation tool for the new DAU.

III. OFFICE OF THE PRESIDENT

The President, DAU will reorganize the office of the President within 60 days of approval of this plan. The new organization will be as follows:

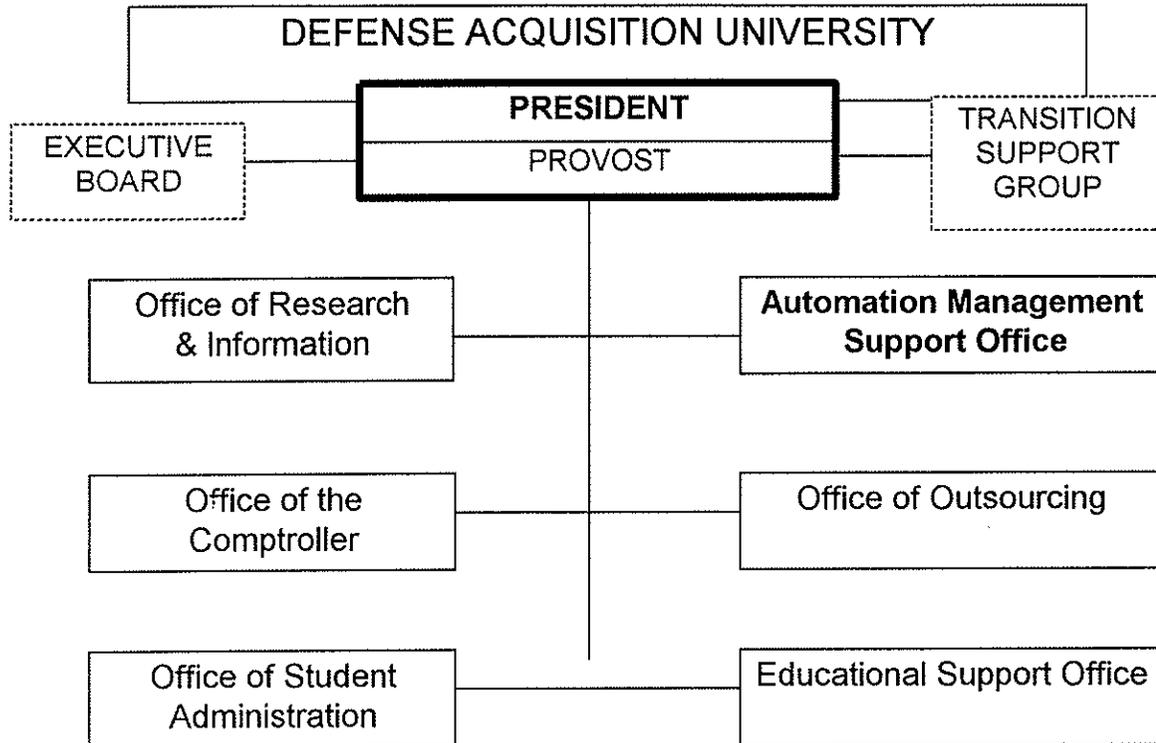


Figure 2

Descriptions of the offices are provided below and are for initial planning purposes. Their functions may change as the unified structure emerges.

Immediate Office of the President: This office consists of the President, the Provost, an executive, an administrative assistant/secretary, and a temporary transition support group.

- The President will be responsible for the development, delivery and validation of education and training for the DoD acquisition workforce. The President will be a career SES reporting directly to the USD(A&T).
- The Provost will be the chief academic officer of DAU. The Provost will have oversight authority and responsibility for day-to-day management of the faculty, program directors, and campuses. The Provost will be a senior military officer, preferably a general or flag officer or a senior civilian equivalent.

- The executive will be responsible for administration of the office of the President and administration throughout DAU.
- The administrative assistant/secretary will perform administrative duties in support of the President, Provost and executive officer.
- The Transition Support Group will coordinate and provide support for transition actions. The personnel will come from the DAU unified structure and be integrated into the office of the President with the closure of transition actions.

The Executive Board: The President, DAU will establish an Executive Board to provide advice on the internal management of the University. The President will make decisions regarding the management of the DAU and will be accountable for providing a quality acquisition education.

Office of Research and Information: The functions of this office are to:

- Perform the functions currently performed by the Acquisition Reform Communications Center (ARCC).
- Provide oversight of the DAU research program.
- Serve as Managing Editor of the Acquisition Review Quarterly.
- Manage DAU sponsored conferences and symposia.

Automation Management Support Office: This is the office of the DAU Chief Information Officer. Its functions are to:

- Provide database management related to the education and training of the DoD acquisition workforce.
- Manage DAU information technology (IT) programs.
- Support the DAU Distance Learning program.

Office of the Comptroller: This office includes the DAU Comptroller. Its functions are to:

- Prepare, submit and defend budget documents.
- Monitor budget execution.
- Perform normal resource management functions for the Office of the President, such as funds certification for purchases and travel orders.

Office of Outsourcing: The functions of this office are to:

- Develop and monitor outsourcing opportunities.
- Assist the Executive Board in developing and monitoring the outsourcing program.

IV. RELATIONSHIPS

The following relationships will be established as recommended by the Transition Team, but may be adjusted as the structure evolves during implementation.

Functional Integrated Process Teams: The President, DAU, will establish functional integrated process teams (FIPT) to improve the communication and cooperation among the DACMs, Functional Boards and DAU. The FIPTs will be permanent and will address all activities associated with the DAU acquisition education and training curriculum. This arrangement closely mirrors the present working relationships. The work of course development is accomplished by functional working groups/IPTs. The functional boards, to the best of my knowledge, have not met in years except for a recent meeting of the newly constituted Acquisition Management Functional Board. Each FIPT will:

- Identify the knowledge and skills required by its segment of the acquisition workforce and determine the need for training.
- Determine courses to meet education and training needs.
- Identify the primary population to be served by each course and, when requested, assist the DACMs in determining quota requirements.
- Recommend courses for certification at each level.
- Determine course prerequisites.
- Identify the terminal learning objectives and enabling learning objectives to meet these needs.
- Determine course length.
- Determine mode or modes of delivery.
- Conduct curriculum reviews to validate that courses are effectively accomplishing their learning objectives and direct revisions to the curriculum as needed.
- Recommend the establishment of new courses.
- Recommend the deletion of existing courses.
- Prepare recommendations to be sent through the DoD functional principals to the OAIPT.
- Prepare issues for OAIPT consideration when the FIPT, after every possible effort, has been unable to agree on a reasonable resolution.

Membership: The membership of each FIPT will consist of:

- A chair appointed by the appropriate DoD functional principal.

- Assist in the identification of potential contractors for outsourcing.
- Assist in the preparation of statements of work, source selection evaluations, and administration of contracts.
- Write and administer grants, memorandums of agreement (MOA) and cooperative research and development agreements (CRDA).
- Assist the DAU campuses in their contracting officer technical representative (COTR) and quality assurance functions.

Office of Student Administration: The functions of this office are to:

- Interface with the DACMs to establish quota requirements.
- Schedule resident and on-site offerings.
- Register students, issue transcripts, and prepare reports.

The Educational Support Office: The functions of this office are to:

- Manage the DAU faculty and its hiring, development, and evaluation programs.
- Provide staff assistance (e.g. education specialists) to the DAU campuses in the areas of curriculum development and technology based education.
- Provide a focal point for coordinating the development of technology-based courses.
- Provide a focal point for coordinating the continuing education program.

- A functional expert from each Service and one from the Defense Logistics Agency (DLA) or other DoD agency as determined by the chair.
- One or more Program Directors (PDs). (PDs are described later in this plan.)
- An instructional design expert provided by DAU.
- Course directors, additional instructional design experts, and other functional experts from the field may be asked to participate on an ad hoc basis at the discretion of the chair, depending on the needs of the FIPT.

FIPT Areas: The President, DAU, will create ten FIPTs to replace the present 13 working groups.

Table 1

FIPT	Areas of responsibility
Acquisition Logistics	Acquisition Logistics
Acquisition/Program Management	Acquisition Management Program Management Earned Value Management
Contracting	Contracting Fundamentals Contract Law General Contracting
Contract Pricing	Contract Pricing
Cost Estimating	Cost Estimating
Financial Management	Financial Management
Industrial Property Management	Industrial Property Management
Information Resources Management	Information resources management Software acquisition
Production/Quality	Production/Quality
Systems Engineering/Test and Evaluation	Systems Engineering Test and Evaluation

Functional Principals: The appropriate DoD functional representative will appoint the chair of each FIPT, as shown in the following table.

Table 2

Functional Representative	FIPTs
Acquisition Management <i>(Principal rotates among Services)</i>	Acquisition/Program Management Information Resources Management
Auditing <i>(Director Defense Contract Audit Agency)</i>	*
Business and Financial Management <i>(Director, Acquisition Program Integration)</i>	Cost Estimating Financial Management
Contracting <i>(Director of Defense Procurement)</i>	Contracting Contract Pricing Industrial Property Management
Technical Management <i>(Director, Test Systems Engineering and Evaluation)</i>	Acquisition Logistics Production/Quality Systems Engineering/Test and Evaluation

*Since the audit career field does not follow the policies and procedures established for the other courses managed by DAU, there is no FIPT for this career field. The Defense Contract Audit Agency (DCAA) manages the DCAI curriculum.

Program Directors: The President, DAU, will group courses under program directors who will function as the focal point for all curriculum issues concerning those courses under their jurisdiction. The PDs will be aligned based on subject matter and complexity of curriculum.

Dual-hatted: The President, DAU, will select PDs from the DAU faculty and those PDs will be dual-hatted. PDs will be responsible to their respective Deans for routine faculty matters, and responsible directly to the Provost for curriculum-related responsibilities.

Overarching Integrated Process Team (OAIPT): The USD(A&T) will establish an Overarching Integrated Process Team to serve as an intermediate decision making body to review and approve actions of the FIPTs. The OAIPT will have the following responsibilities:

- Review new learning requirements and available resources to set priorities.
- Ensure the overall course structure meets all the needs of the acquisition workforce.
- Establish certification requirements to ensure that they achieve the desired level of professionalism.
- Approve all new courses.
- Delete courses that no longer serve a legitimate need.
- Eliminate course redundancy and maximize joint utilization of courses across career fields where appropriate.
- Determine which FIPTs will be responsible for courses that cross multiple functional areas.
- Resolve issues brought to the OAIPT by the FIPTs.

Membership: The OAIPT will consist of the following members:

- DAU President, who will serve as chair.
- DAU Provost, who will serve as the executive secretary.
- Chairs of the FIPTs.
- Others as determined by chair.

Defense Acquisition Career Development Council (DACDC): The Defense Acquisition Career Development Council will continue as an advisory body to the USD(A&T) and assist in formulating policy for the education, training and career development of the acquisition workforce. The DACDC will approve training budgets, review Component Acquisition Career Program Board proposals and provide oversight of the execution of the policies of the acquisition workforce as defined in DoDI 5000.58.

*Disestablished
at now
Effectual
Board*

V. MILESTONE SCHEDULE

<u>APPROVAL ACTIONS:</u>	<u>Date</u>
Transition team submits report to DAU President	Sep 98
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Review and decision by USD(A&T) on transition strategy.....	Sep 98

<u>IMPLEMENTATION ACTIONS:</u>	<u>Days after USD(A&T) approval</u>
With approval of USD(A&T), President, DAU appoints Provost	10 days
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