DEFENSE ACQUISITION UNIVERSITY

TRANSITION STRATEGY

Key Implementation Actions for A Unified Defense Acquisition University

July 1999

OVERVIEW

KEY IMPLEMENTATION ACTIONS FOR A UNIFIED DEFENSE ACQUISITION UNIVERSITY (DAU)

The DAU Transition Strategy describes the key implementation actions DAU will take to transition to a unified structure. It provides guidance to DAU offices and consortium schools in their development of detailed implementation plans to achieve this transition. The unified structure will consolidate all DAU activities under a single provider who is accountable for education and training of the Defense acquisition and technology workforce (A&TWF). These actions are the next step in the implementation of the recommendations of the Acquisition Education and Training Process Action Team (PAT), August, 1997; and the instructions in the USD(A&T)'s memorandum, *Decisions Regarding the Report of the Acquisition Education and Training Process Action Team (PAT),* December 23, 1997. The principal recommendations are:

- Create a unified structure replacing the current consortium.
- Assign to the President, DAU comprehensive responsibility for, and management authority over, the development and delivery of defense acquisition education and training.
- Streamline the DoD acquisition education and training process to identify and prioritize training requirements, delineate roles and functions, and develop, deliver, validate, and evaluate the academic program.
- Redefine the relationships among DAU, the Directors of Acquisition Career Management (DACMs), and the Acquisition Career Functional Principals and their representatives in the DoD educational process to emphasize a team concept.
- Aggressively use technology-based learning and competitive sourcing of DAU functions on a best-value basis.

In its report of September 1998, the DAU Transition Team provided guidance on implementing these recommendations. This Transition Strategy implements these recommendations based on the Transition Team's guidance and should be read in conjunction with the Transition Team Report.

The Acquisition Education and Training PAT completed the initial phase of the planning process and provided a vision, mission and organizational goals ("end-states") for DAU. The PAT called for the immediate unification of the DAU consortium and the consolidation of authority under a single provider who is accountable for acquisition education and training. During transition, DAU faculty will be consolidated, a single authority established, and agreements concluded for support services. Concurrently with this unification, the new DAU leadership team (all management levels) will develop a strategic plan with long-term goals and strategies to achieve those goals. A Director

of Strategic Planning and Competitive Sourcing and a Transition Support Group under the President, DAU, will monitor the detailed transition plans of the various offices and campuses and review and improve processes as the structure evolves.

This strategy addresses each of the above recommendations. Appendix A addresses faculty and staff at Service-operated DAU consortium schools. Appendix B presents a schedule for achieving a unified DAU within 12 months after approval of this strategy.

The Transition Strategy is a first step that will achieve a unified DAU structure without delay. It is only the start of an ongoing process by which DAU will continuously review and revise the means by which it accomplishes its mission and the PAT's vision. Through that process, DAU will remain sufficiently flexible to engage in new initiatives to meet its mission more efficiently and effectively. Such initiatives will enable DAU to become both an outstanding academic institution and a source of world-class executive/practitioner education.

I. STRUCTURE

Figure 1 shows the unified organizational structure for the Defense Acquisition University (DAU). This structure will enable the consistent standards and central direction required for a preeminent faculty and the efficient and effective management of Defense acquisition education and training. These results, in turn, will support the creation of a professionalized, world-class Defense acquisition and technology workforce (A&TWF).

A key element of the new structure is the assignment of responsibility solely to the President, DAU, for the development, delivery, and quality assurance of education and training to the acquisition and technology workforce. DAU will reorganize the existing consortium schools into four main campuses directly under the authority and control of the President, DAU. DAU will establish regional detachments associated with these campuses as required. There will be a unified DAU structure that includes all DAU faculty and staff positions, with a direct reporting chain through intermediate levels to the President, DAU. The structure also accounts for affiliated schools and use of private vendors.

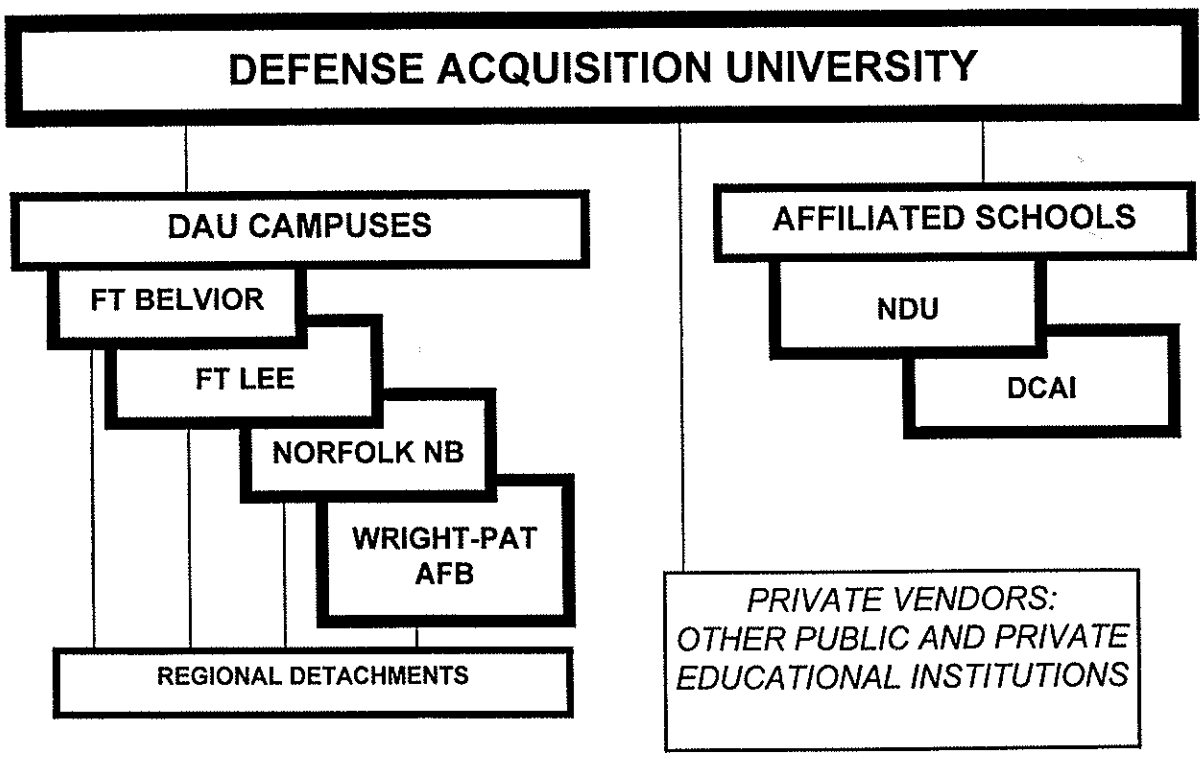

Figure 1: Unified DAU Structure

Four Campuses

The four DAU campuses are:

- The Defense Systems Management College (DSMC) at Ft. Belvoir, VA.
- The DAU campus at Ft. Lee, VA (within the current Army Logistics Management College organization).
- The DAU campus at Norfolk Naval Base, VA (within the current Navy Center of Acquisition Training organization).
- The DAU campus at Wright-Patterson AFB, OH (within the current Air Force Institute of Technology organization).

A Dean or Commandant will head each campus and report directly to the Office of the President, DAU. The DAU campus at Ft. Belvoir, DSMC, will be headed by a general or flag officer who will serve concurrently as the Vice President, DAU. The grade of the deans of the other DAU campuses will be at least O-6 (military) or civilian equivalent. Each campus will include all of the DAU faculty and staff assigned to that campus. DAU will purchase support services from the host organizations through service agreements.

Regional Detachments

DAU regional detachments are those sites and schools that contain DAU resources but are not campuses or affiliated schools. They will report to the Office of the President through a DAU campus. The number, size, and location of the regional detachments will be determined by the needs of the acquisition and technology workforce. Initial regional detachments will support current concentrations of DoD acquisition personnel, requiring on-site learning centers.

Affiliated Schools

Affiliated Schools are the National Defense University (NDU) 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 Strategic Planning and Competitive Sourcing in the Office of the President, DAU.

Summary

The new unified DAU organization provides:

- Assignment of direct authority and responsibility for development, delivery, maintenance, and quality assurance of Defense acquisition education and training to the President, DAU.

- Clear lines of authority to:
  - Effectively resolve issues.
  - Execute near- and long-term plans.
  - Manage and implement change.
- A single financial source for the DAU program.
- Direct management control of the DAU academic program, providing a single focal point to the Functional Advisors, the Directors of Acquisition Career Management (DACMs), and other members of the Defense acquisition community.

II. FACULTY

The transition to a unified DAU will require extensive personnel actions. These actions will transfer DAU-funded faculty and staff from their parent organizations to the DAU unified structure as a "Transfer Function". They will also facilitate the recruitment and retention of a preeminent faculty that combines educators and practitioners.

Under the current consortium arrangement, except for DSMC, DAU allocates funds to Service-operated schools in terms of work-years rather than individual positions. Faculty members at these schools are assigned to their respective Service, not DAU. Each school assigns responsibility for DAU courses among its faculty. Some faculty members teach only DAU courses. Others teach both DAU and Service-specific courses. Because some DAU-funded faculty also teach non-DAU courses, the number of faculty who teach DAU courses is greater than the number of work-years that DAU funds. Under the unified structure, faculty members who teach DAU courses at these schools will be assigned to DAU on a full-time basis. DAU faculty will not be available to teach Service-specific courses.

DAU will transfer Service-school faculty to the DAU unified structure to equal the number of faculty work-years that DAU funds. Because more faculty members currently teach DAU courses than there are DAU-funded work-years, DAU and the schools will together determine the faculty members who will transfer to the DAU unified structure. DAU will also retain the existing number of staff work-years, either by transfer of staff members to the DAU unified structure or through purchase of staff support services from host organizations under Installation Support Agreements. These arrangements will account for all DAU-funded work-years at Service-operated consortium schools. Attachment A shows the current number of DAU faculty and staff work-years at these schools. (It does not include work-years for faculty and staff who are already assigned to DAU.)

Faculty Qualifications

As recommended by the Board of Visitors (BoV), the PAT, and the Transition Team, faculty members will be "preeminent" practitioners 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 classroom instruction. They will possess the right knowledge base, experience, and communication skills to reach the DoD acquisition and technology workforce 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.

The President, DAU, may waive one or more of these requirements when, in his/her judgment, a candidate's experience is commensurate with the requirements or critical to the education mission. DAU will seek the most qualified faculty members from DoD and other government agencies, as well as outside the government.

To establish a preeminent faculty, DAU's long-term objective is all civilian members of the faculty hired under Title X employment provisions. The Excepted Service rules and Title X pay banding provisions will give DAU the flexibility it needs to draw from the widest population of qualified personnel and enhance its ability to maintain a preeminent faculty. Also DAU faculty members hired under Title X employment provision should be permitted to reapply for any Title V position in DoD acquisition workforce.

Initial Faculty Identification

The President, DAU, will work with the Services and Consortium Schools to identify the current faculty members for the initial DAU faculty. Civilian members of the initial faculty will retain their existing personnel categories (i.e., Title V Career or Excepted Service). They will have the opportunity to convert to Title X status within one year of transfer to the DAU faculty. All current military faculty members will become members of the initial core faculty.

Subsequent Faculty Selection

To meet future civilian faculty needs, the Provost will establish a faculty selection board composed of DAU core faculty members. This board will screen applicants and submit nominations to a panel composed of representatives of the Chancellor for Education and Professional Development and the DAU Board of Visitors. The panel will review the nominations and make final recommendations to the President, DAU, who will be the selection authority. 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 Mix

DAU will maintain the current mix of approximately 30 percent military and 70 percent civilian faculty. As with civilian faculty members, military members will provide essential practical acquisition experience needed by the DAU faculty.

Faculty Assessment

The Provost will establish a process and metrics for assessing faculty performance. The Provost will seek outside sources to assist in assessing faculty quality. For civilian faculty members, each Dean will conduct annual evaluations and submit them to the Provost for review and endorsement. For military faculty members, the Deans will conduct evaluations and submit them to the Vice President for final endorsement. The DAU program will draw from various systems currently in practice to set desired professional goals for a preeminent faculty.

Professional Development for Faculty

DAU will implement a professional development program for faculty that expands their expertise in their functional areas and in new methods of working with adult learners and progressive use of instructional technology. This program will provide growth opportunities and will improve DAU's ability to attract high quality individuals.

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:

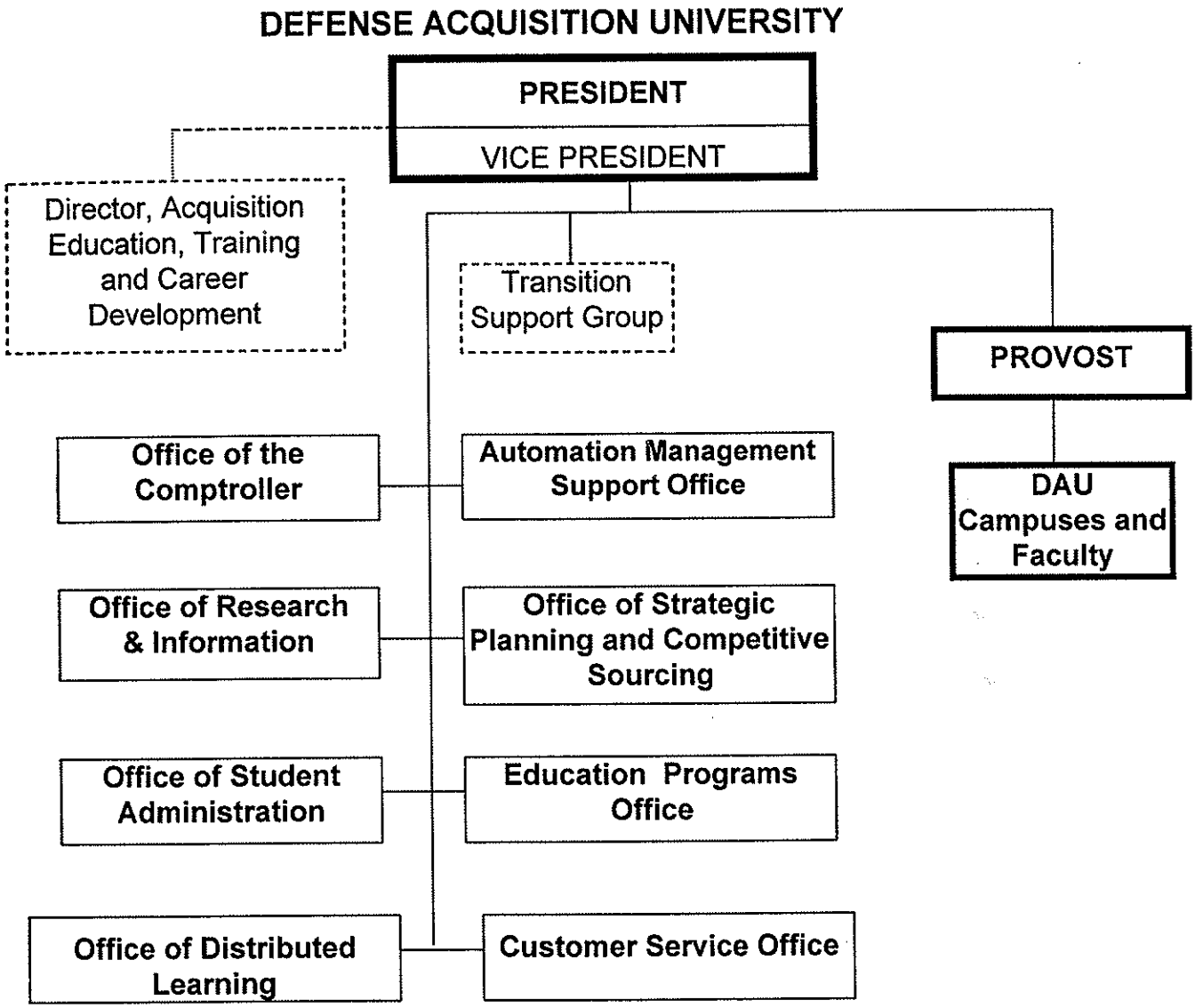

Figure 2: Organization of the Office of the President, DAU

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 Vice President, the Provost, administrative support, and a temporary transition support group.

- **President**: The President will be the sole authority and directly responsible for the development, delivery and validation of education and training for the DoD acquisition and technology workforce. The President will be a career SES reporting to the USD(A&T) through the DUSD(AR).
- **Vice-President**: The Vice President will act for the President in his/her absence. The Vice President will be a general or flag officer, and will serve concurrently as the Commandant, DSMC. The Vice President will be the senior DAU representative to the user community and work with the user community to ensure DAU is meeting its needs. The Vice President will serve as the senior rating official for DAU military faculty.
- **Provost**: The Provost will develop faculty policy and manage faculty matters to include selection, staffing, evaluation, development and termination, and has oversight over DAU academic programs to ensure they are educationally sound. DAU faculty will report to the Provost through the Deans. The Provost will serve as the senior rating official for DAU civilian faculty. The Provost at DSMC will become the Provost for DAU and relocate to the Office of the President, DAU, in a timely manner.
- **Administrative Support**: The administrative support section will perform administrative duties in support of the President, Vice-President and Provost.
- **Transition Support Group**: During the period of the transition, the President DAU, will bring together sufficient persons from within the DAU structure to assist in managing transition activities.

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.

The Automation Management Support Office

This is the office of the DAU CIO. The functions of this office are to:

- Provide database management related to the education and training of the DoD acquisition workforce.
- Manage DAU information technology programs.
- Support the DAU Distributed 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 Strategic Planning and Competitive Sourcing

The DAU Director of Strategic Planning and Competitive Sourcing will establish a complete strategic plan, with timelines, resource requirements, etc., within 180 days of approval of this strategy. The objective of the strategic plan will be the implementation of the Acquisition Education and Training PAT recommendations, as approved or as amended by this Transition Strategy, beyond the transition to a unified structure, as well as additional changes and operating initiatives.

As part of the strategic plan, DAU will establish an ongoing strategic review process, including but not limited to the identification of potential alternative sources of training and the determination of future faculty size as new alternative means of providing requisite training emerge. Through this process, DAU will continuously review and revise the means by which it performs its mission. Establishing this process is a critical step in implementing the vision and direction of the Acquisition Education and Training PAT and other initiatives to develop an outstanding academic institution and a source of world class executive/practitioner education.

The Director of Strategic Planning and Competitive Sourcing will conduct a full assessment of all DAU products and services that could be obtained from a commercial source and make recommendations for conversion to competitive sourcing within 180 days of approval of this strategy. The functions of this office are to:

- Conduct a strategic review to produce a strategic plan with accompanying implementation strategies with timelines and allocation of resources.
- Develop recommendations for an ongoing strategic review process.
- Develop and monitor competitive sourcing opportunities. DAU will continue aggressive competitive sourcing. All distance learning course conversions are presently outsourced and will continue to be outsourced.
- Recommend goals and milestones for competitive sourcing. The Transition Team Report and the LMI DAU Core Faculty study estimated that at least one-third of the annual DAU workload might be outsourced.
- Competitively source when permissible. The Director of Competitive Sourcing will implement the policy of DAU to rely on commercial sources to supply the products and services where appropriate. The Director of Competitive Sourcing

will follow OMB Circular A-76 guidelines and compare the costs and benefits of contracting and in-house performance to determine best-value selection.

- Assist in the identification of potential non-DAU providers.
- Arrange support for acquisition instruction to Federal civil agencies, as required.
- Assist in the preparation of statements of work, source selection evaluations, and administration of contracts.
- Monitor implementation of competitive sourcing plans and programs.
- Provide training and technical assistance related to competitive sourcing of DAU services.
- 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.
- Work with the President and Provost to insure a strong quality assurance program.

The Director will provide information on alternate means and providers of courses to the functional integrated process teams (FIPTs) and get their input. Decisions on how course will be delivered, (e.g., web-based, classroom, video teleconferencing, etc.) will be made by DAU in conjunction with the FIPTs.

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 Education Programs Office

The functions of this office are to:

- Assist the Provost in managing the DAU faculty and its hiring, development, and evaluation program.
- Provide assistance (e.g., education specialists) to the DAU campuses in the areas of curriculum development and technology based education.
- Implement curriculum modernization reviews for the distributed learning program office.
- Plan, develop and implement the DAU academic evaluation program.
- Manage professional enhancement for the acquisition workforce (e.g., American Council Education credit recommendations).
- Provide staff support to the FIPTs.
- Track the need for course reviews and inform the FIPTs.

- Determine the type of review in conjunction with the FIPT.

The Distributed Learning Office

The functions of this office are to:

- Evaluate and demonstrate new and emerging learning technologies.
- Initiate policies, practices, procedures and requirements to continuously improve DAU efforts in distributed learning.
- Manage and execute distributed learning modernization efforts for DAU.
- Develop and update latest technologies for delivery and pass that information to the faculty and FIPTs.

Customer Service Office

DAU will contract with a servicing personnel office and will establish a small customer service office as liaison between DAU personnel and the servicing personnel office.

IV. RELATIONSHIPS

Currently, Functional Advisors determine requirements for the certification of Defense acquisition and technology workforce personnel in different acquisition career fields and are responsible for the health of the career fields. Functional Boards and their working groups assist the Functional Advisors in establishing such requirements. Some Functional Advisors and Boards develop requirements for more than one acquisition career field.

The Acquisition Education and Training PAT concluded that the existing Functional Board charters are too broad. In the PAT's view, the Functional Boards have two responsibilities: (1) to establish requirements in their respective acquisition career fields; and (2) with the President, DAU, to validate that DAU course content satisfies these requirements. Accordingly, the PAT recommended that DoD revise the Functional Board charters to more clearly distinguish between the Boards' responsibility for requirements and DAU's responsibility for curriculum development, delivery and quality assurance.

The USD(A&T) approved the PAT's recommendation and directed the Director, Acquisition Education, Training and Career Development, to revise the Functional Board charters. In his December 23, 1997 memorandum, the USD(A&T) stated: "The intent will be to build a team approach with the functional boards primarily responsible for training requirements and the DAU primarily responsible for curriculum development." The Functional Board charters were revised to comply with this direction.

The close working relationship between the Directors, Acquisition Career Management (DACMs) and the DAU will not change. The DACMs represent the Component Acquisition Executives, who are the principal users of DAU's education and training. The DACMs will continue to work directly with DAU on a day-to-day basis and provide the key interface between DAU and the customer and stakeholder. The DACMs and DAU work together to establish quotas, determine funding, and provide administrative support for attendees.

Functional Integrated Process Teams

FIPTs will be established to improve communications and cooperation among the Functional Advisors, the DACMs, and DAU on acquisition education and training issues. The FIPTs will be permanent and will address all matters related to the functional content of the DAU academic program.

For this reason, the FIPTs will replace the Functional Boards and their working groups. The Functional Advisors as described in DoDI 5000.58 will retain all the authorities and responsibilities that paragraph F.3 of DoDI 5000.58 assigns to the Functional Boards. The Functional Advisor will continue to have the ability to use an

existing group or to establish any other structure to support the Functional Advisor in exercising those authorities and responsibilities.

Each FIPT will:

- Identify the competencies, knowledge, and skills required by its segment of the Defense acquisition and technology workforce and determine the need for education and training.
- Conduct curriculum reviews to validate the functional content of the academic program for their acquisition career field(s) and determine the type of review in conjunction with the Education Programs Office.
- Determine courses to meet education, training, and career development needs.
- Identify the primary population to be served by each course and, when requested, assist the DACMs in determining quota requirements.
- Prepare issues for consideration by the Overarching Integrated Process Team (OAIPT, see below), if required, when the FIPT, after every possible effort, has been unable to agree on a reasonable resolution.

Each FIPT will be responsible to both the relevant Functional Advisor and the President, DAU. The FIPT will advise the Functional Advisor on the development and proper definition of requirements for the acquisition career field(s) and the functional validation of course content. The FIPT will advise the President, DAU, on curriculum development and delivery to satisfy career field requirements. The President, DAU, will be responsible for the development, delivery, and quality assurance of the DAU academic program. FIPTs will refer any unresolved issues to the OAIPT.

Membership: The membership of each FIPT will consist of:

- A chair appointed by the appropriate Functional Advisor.
- A functional expert from each Service selected by the Service Acquisition Executive in conjunction with the Service DACM.
- A functional expert from the Defense Logistics Agency (DLA) or other DoD agency as determined by the Functional Advisor.
- One or more DAU Program Directors (PDs, described below).
- A DAU education specialist.
- Course directors, additional education specialists, 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.

Table 1 shows a proposed arrangement of the FIPTs and their areas of responsibility.

Table 1: Recommended FIPTs

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

Note: 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 (PDs) who will function as the focal point for all curriculum issues concerning those courses under their jurisdiction. The Deans will nominate individuals to serve as PDs. The President, DAU will assign PDs based on subject matter and complexity of curriculum.

Overarching Integrated Process Team

The USD(A&T) will establish an Overarching Integrated Process Team (OAIPT). The OAIPT will serve as an intermediate decision making body between the FIPTs and the Executive Board (see below), meeting as required, to:

- Review new learning requirements and available resources to set priorities.
- Resolve issues on conflicting or redundant course requirements and prioritize requirements, as required.

- Resolve issues on functional validation of course content.

Membership: The OAIPT will consist of the following members:

- The Functional Advisors or their representatives.
- The Provost, DAU, or his/her representative.
- A representative from each Service selected by the Service Acquisition Executive in conjunction with the Service DACM.
- A representative of the DoD agencies selected by the DACM for the DoD Components outside the Military Departments.

The OAIPT chair will rotate among the Functional Advisors or their representatives.

Executive Board:

The USD(A&T) will discontinue the Defense Acquisition Career Development Council as a policy council. In its place, the USD(A&T) will establish an Executive Board to be a routine vetting/oversight body for DAU. The Executive Board will serve as a forum for achieving rapid agreement on DAU initiatives through better communication among stakeholders. The Executive Board will be a deliberative body that provides policy direction to DAU and oversees DAU's management of the acquisition education and training program. In addition it will provide advice to the USD(A&T) on the implementation of the Defense Acquisition Workforce Improvement Act (DAWIA) and on career development of the acquisition and technology workforce.

Membership: The Executive Board will consist of the following members:

- A chair appointed by the USD(A&T).
- The President, DAU.
- Two non-governmental members of the DAU Board of Visitors.
- A representative from each Service selected by the Service Acquisition Executive in conjunction with the Service DACM and one from others in the DAU customer community selected by the chair in conjunction with the DACM for the DoD Components outside the Military Departments.
- The Assistant Secretary of Defense for Force Management Policy or his/her representative.
- The Chancellor of Education and Professional Development or his/her representative.
- The Vice President, DAU (ex officio).

To ensure impartiality, no member of the OAIPT or an FIPT will serve on the Executive Board.

Board of Visitors:

The Board of Visitors is an external advisory board. Its role remains unchanged.

ATTACHMENT A
DAU WORK-YEAR ALLOCATION

End-strength Transfer Sources; FY99 Budget Baseline; Transition Report Faculty and Budgeted Support Work-years

	Teachers Civilian	Teachers Military	Teachers Total	Other Civ	Other Mil	Other Total	Total Civ	Total Mil	Total E/S	Military Officer	Military Enlisted
ARMY											
ALMC	35	7	42	19	2	21	54	9	63	7	2
Transfer	35	7	42	13	0	13	48	7	55	7	0
Remains Purchased	0	0	0	6	2	8	6	2	8	0	2
NAVY											
NCAT	61	0	61	23	0	23	84	0	84	0	0
NFCTC	13	3	16	7	0	7	20	3	23	3	0
TOTAL NAVY	74	3	77	30	0	30	104	3	107	3	0
NCAT Transfer	61	0	61	23	0	23	84	0	84	0	0
Remains Purchased	0	0	0	0	0	0	0	0	0	0	0
NFCTC Transfer	13	3	16	7	0	7	20	3	23	3	0
Remains Purchase	0	0	0	0	0	0	0	0	0	0	0
AIR FORCE											
AFIT	33	12	45	16	3	19	49	15	64	12	3
LACKLAND	2	1	3	2	2	4	4	3	7	1	2
TOTAL AIR FORCE	35	13	48	18	5	23	53	18	71	13	5
AFIT Transfer	33	12	45	7	1	8	40	13	53	12	1
Remains Purchased	0	0	0	9	2	11	9	2	11	0	2
LKLND Transfer	2	1	3	0	0	0	2	1	3	1	0
Remains Purchased	0	0	0	2	2	4	2	2	4	0	2

ATTACHMENT A (Continued)
DAU WORK-YEAR ALLOCATION

End-strength Transfer Sources; FY99 Budget Baseline; Transition Report Faculty and Budgeted Support Work-years

	Teachers Civilian	Teachers Military	Teachers Total	Other Civ	Other Mil	Other Total	Total Civ	Total Mil	Total E/S	Military Officer	Military Enlisted
DLA											
DCPSO	11	0	11	4	0	4	15	0	15	0	0
Transfer	11	0	11	4	0	4	15	0	15	0	0
Remains Purchased	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET	155	23	178	71	7	78	226	30	256	23	7
Transfer	155	23	178	54	1	55	209	24	233	23	1
Remains Purchased	0	0	0	17	6	23	17	6	23	0	6
TOTAL TRANSFERS											
Army	35	7	42	13	0	13	48	7	55	7	0
Navy	74	3	77	30	0	30	104	3	107	3	0
Air Force	35	13	48	7	1	8	42	14	56	13	1
DLA	11	0	11	4	0	4	15	0	15	0	0
Total Transfers	155	23	178	54	1	55	209	24	233	23	1

ATTACHMENT B
MILESTONE SCHEDULE

APPROVAL ACTIONS:	**Date**
Transition team submits report to DAU President	Completed in Sep 98
DAU President submits planned transition actions	Initiated in Sep 98
Review and decision by USD(A&T) on transition actions	Jul 99
Publication of Decision Memorandum on DAU transition	Jul 99

IMPLEMENTATION ACTIONS:	**Days after approval**
President, DAU appoints Dean of each campus	15 days
President, DAU organizes Transition Support Group within the Office of the President	30 days
USD(A&T) determines membership of Executive Board	30 days
Completion of organization of campuses and regional detachments	60 days
Determination of support requirements and negotiation of Installation Support Agreements	60 days
Completion of initial faculty identification and transfer to DAU unified structure	60 days
Transfer of identified support staff to DAU unified structure	90 days
Initial meeting of the Executive Board	90 days
Completion of revisions to DoD instructions and policy guidance on the Executive Board unified DAU structure	120 days
Completion of DAU Strategic Plan	180 days
Completion of transfer of initial DAU core faculty to Title X status	365 days