

DEVELOPING
**Qualified
Acquisition**
PROFESSIONALS



**Defense
Acquisition
University**

**2012–2014 Strategic Plan
FY12 Organizational Performance Plan**

Vision

Enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes

Mission

Provide a global learning environment to develop qualified acquisition professionals who deliver and sustain effective and affordable warfighting capabilities.

Impact excellence in acquisition through:

- Acquisition certification and leadership training
- Mission assistance to acquisition organizations and teams
- Online knowledge sharing resources
- Continuous learning assets

Table of Contents

President’s Message	2
A Solid Foundation for Strategic Planning	4
DAU Organizational Commitment	8

2012–2014 Strategic Plan

Strategic Alignment.....	12
DAU Strategic Planning Process.....	16
Strengths, Weaknesses, Opportunities, and Threats (SWOT) Results.....	18
Strategic Planning Integrated Product Team (IPT).....	19
Mission.....	20
Vision	21

Strategic Goals & Measures

Goal 1 Mission	22
Goal 2 Infrastructure.....	23
Goal 3 Transformation	24
Goal 4 People.....	25
Goal 5 Customers.....	26

FY12 Organizational Performance Plan

FY12 Performance Planning Process	30
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Performance Tasks and Targets

Goal 1 Mission.....	33
Goal 2 Infrastructure	34
Goal 3 Transformation.....	36
Goal 4 People	38
Goal 5 Customers.....	39

A Message from Our President



The Department of Defense (DoD) is entering a new era in defense spending that requires DoD to change the way it does business. This new era will require a different mindset for both government and industry managers, the president, Congress, the secretary of defense, and the taxpayer are going to expect the Defense Acquisition Workforce to make every dollar DoD does get count. In short, they want

better value for the defense dollar.

DAU is a key player in helping the acquisition, technology, and logistics leadership achieve their vision of fostering a more agile, effective, and efficient acquisition system and developing a more qualified acquisition workforce. We are an inherently governmental national resource with a faculty and staff who are experts in their fields, connected to the Defense Acquisition Workforce, and trusted to be good stewards of the Acquisition Body of Knowledge.

I am honored and excited to be part of this DAU team with its tradition of excellence. Together, we have developed a strategic plan that will guide us through the years ahead and a performance plan that will keep our focus on what we need to do in FY12 to accomplish our long-term goals and priorities of developing qualified acquisition professionals.

I am confident that ... we will ... be able to improve workforce performance on the job by developing qualified acquisition professionals.

We are embarking on some exciting new initiatives that will enhance our ability to more effectively develop qualified acquisition professionals.

Some of these include:

- Developing an on-the-job training approach that leads to demonstration of qualifications in critical acquisition-related duties
- Fielding a comprehensive Student Information System
- Implementing recommendations from our Excellence in Teaching study

And we continue to develop, maintain, and deliver the Acquisition Body of Knowledge. Some key efforts in this area for FY12 include:

- Updating acquisition and program management curriculum
- Re-engineering contracting curriculum
- Conducting high-impact mission assistance to Major Defense Acquisition Programs (MDAPs) and Major Automated Information Systems (MAIS)
- Providing Rapid Deployment Training on Better Buying Power Initiatives
- Deploying several new performance learning tools

In the time I have been at DAU, I have found the faculty and staff to be extremely talented, hard-working, and committed to training the Defense Acquisition Workforce to enhance acquisition outcomes for our nation's warfighters. I am always impressed with how the DAU team does so much. I am confident that as we execute this plan, regardless of the budgetary constraints, we will continue to have a DAU that will be able to improve workforce performance on the job by developing qualified acquisition professionals.



A Solid Foundation for Strategic Planning

Our values, organizational strengths, and core capabilities form a solid foundation for our strategic planning. The long-range goals and current year performance measures established in this document work together to provide Defense Acquisition Workforce members the learning assets to help them deliver what the warfighter needs and improve the way the department does business.

Our DAU values ... form the basis for developing qualified acquisition professionals.

Our Values

Our DAU values of alignment and teamwork, customer focus, performance excellence, and speed and agility form the basis for providing our customers the very best in acquisition learning and development. These values define how we approach our work and how we interact with our stakeholders, customers, partners, faculty, and staff. These values are not mottoes, but how we behave every day.

Alignment & Teamwork

We are a team aligned with our senior leadership. Through support, respect, and trust, we work together to meet our leaders' objectives.

Customer Focus

We are a customer-centric organization. We consider our customers' view in all we do, helping them succeed by maximizing their capabilities and preparing them to support the warfighter.

Performance Excellence

We pursue excellence in all we do and take pride in our efficiency and productivity. We value professionalism, integrity, transparency, and quality.

Speed & Agility

We are proactive and anticipate requirements. We quickly deliver responsive products and services.

Organizational Strengths

A National Inherently Governmental Resource. The work of defense acquisition is an inherently governmental responsibility. Therefore, the teaching of acquisition policies, processes, and practices is best done by government employees. DAU's faculty and staff are expert, connected, and trusted government agents. As a government organization, we are not driven by profit margins but by our duty to deliver quality products and services in the most effective and efficient way.

Steward of the Acquisition Body of Knowledge. DAU is the developer and deliverer of acquisition-related policy, processes, and information, DAU's curricula development expertise is unique in regard to design, content, and intimate understanding of the DoD acquisition environment. This facilitates the alignment of curricula to the career-long learning needs of the Defense Acquisition Workforce and rapid training on emerging defense acquisition policy initiatives.

In addition to delivering training in the classroom and online, DAU provides on-site consulting, customized training events, and a wide variety of acquisition-related learning resources that are available to the Defense Acquisition Workforce 24/7 from the workplace, from home, or on the go. These resources include online continuous learning modules, communities of practice, collaborative special interest areas, performance workflow tools, and the defense acquisition portal, which contains links to the latest acquisition policies and guidance.

Multifunctional, Applied Subject Matter Expertise. Having held positions as highly skilled field practitioners in both government and industry, DAU faculty and staff collectively possess experience and expertise across DoD acquisition disciplines and are unique in their comprehensive knowledge of the DoD environment, business practices, and acquisition processes.

Training Excellence. DAU is accredited by the Council on Occupational Education (COE), having received a 6-year accreditation following a 2007 self-study and a COE site visit in 2008. DAU also is internationally recognized by both the public and private sectors as a world-class training organization and frequently benchmarked by other training organizations.

Strong Relationships with DoD and Congressional Leadership. By providing high-quality and relevant training to the Defense Acquisition Workforce, DAU has earned the support and advocacy of senior Defense Leadership and Congress. This relationship ensures DAU learning products and services meet the needs of the acquisition community.



Core Capabilities

DAU's products and services provide all members of the AT&L community with more control over their career-long learning opportunities. DAU's global reach extends the learning experience from traditional classroom instruction to a variety of learning solutions that are available anytime, anywhere. These include:

- **Training** through Web-enabled and classroom courses with case-based instruction to develop critical thinkers, and immersive learning technologies to simulate real-work experiences
- **Continuous Learning** with self-paced, acquisition-relevant training modules, available 24/7, to help meet continuous learning requirements and improve job performance
- **Mission Assistance** with program, technical, and business solutions developed with field organizations through on-site consulting, targeted/tailored training and rapid deployment training to include MDAP/MAIS Program Transition Workshops and Services Acquisition Workshops
- **Knowledge Sharing** through the Defense Acquisition Portal (DAP) and the Acquisition Community Connection, where the workforce can connect with experts, peers, and acquisition resources
- **Applied Research** on challenging acquisition topics to inform DoD acquisition policies and processes
- **AT&L Business System** that tracks training accomplished by each member of the workforce and provides an AT&L centralized database of certification status by member, functional area, and component



Mission Success

- Earned reaffirmation of accreditation in 2008 with three commended areas
- Seven distance-learning awards
- Ranked No.1 Corporate University in America—American Society of Training and Development (2004)
- Ranked No.1 Organization in the Government for Leadership and Development (2007, 2006, 2005)
- Best Overall Corporate University—Corporate University Best-in-Class (2006 & 2002)
- Best Mature Corporate University—Corporate University Best-in-Class (2006)
- Best Virtual Corporate University—Corporate University Best-in-Class (2006 & 2002)
- Corporate University Leader of the Year—Corporate University Best-in-Class (2006 & 2002)
- Computerworld 21st Century Achievement Award (2007)
- Chief Learning Officer Vanguard Award (2009)
- Chief Learning Officer Learning Team Award (2009)
- Chief Learning Officer Learning Elite (2011)
- NAGC Blue Pencil & Gold Screen Award (2010)
- APEX Award of Publications Excellence (2010 & 2009)
- Silver Inkwell Award for Government Communications (2009)
- Brandon Hall Research Excellence in Learning Award for Best Use of Virtual Worlds for Learning (2010)
- Leadership Excellence—Best in Leadership Development (2010, 2009, 2008, 2007, 2006, 2005)
- Learning! 100 Top Learning Organization—No. 3 (2011)
- Elearning! Media Group's Learning! 100 (2011)

DAU Organizational Commitment

DAU's organizational structure, with centralized learning asset development and decentralized delivery through our regional campuses and the Defense Systems Management College, ensures responsive support for students and acquisition field organizations.




We are committed to working collaboratively with our senior leadership, faculty and staff, stakeholders and partners, and most importantly, our customers, to turn the Strategic Plan into a reality and ensure that we provide the products and services to develop qualified acquisition professionals.


Katharina McFarland
President

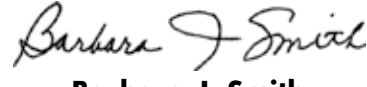

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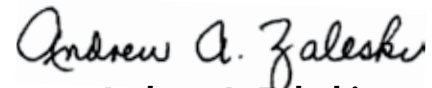

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2012–2014 Strategic Plan

**Developing Qualified
Acquisition Professionals**

The Department of Defense is entering a new era in defense spending that's going to require it to change the way it does business. This new era will require a different mindset for both government and industry managers. The days are gone of reaching for more money to respond to a managerial or technical problem or difficult choice. No matter how large the budget is, every dollar must count. The president, the secretary, and the taxpayer are going to expect the Defense Acquisition Workforce to make every dollar we do get count. In short, they want better value for the defense dollar.

In May 2010, then-Defense Secretary Robert Gates announced his Efficiencies Initiative, aimed at reducing overhead and finding efficiencies within the force structure and modernization accounts. Savings realized would be transferred to fund force structure and modernization programs within current budget levels. This reprioritization is enabling DoD to use resources more effectively to support and sustain the warfighter.

In response, the Undersecretary of Defense for Acquisition, Technology and Logistics introduced the Better Buying Power Initiative in September 2010. This guidance to the acquisition workforce, with its focus on doing more without more, is changing how DoD acquires systems, goods, and services. Its 23 points identify ways the government can improve performance and incentivize better performance in the defense industry. Better Buying Power initiatives include:

- **Target affordability and control cost growth:** Establishes an affordability target at Milestone A that the program managers will treat like a Key Performance Parameter and drives productivity growth through will cost/should cost management.
- **Incentivize productivity and innovation in industry:** Rewards contractors who successfully control costs and reinvigorates industry's independent research and development program.
- **Promote real competition:** Requires a competitive strategy at each program milestone and increases the role of small business in the marketplace competition.
- **Improve tradecraft in services acquisition:** Requires a cohesive and integrated strategy with regard to the acquisition of services and increases small business participation in providing services.
- **Reduce non-productive processes and bureaucracy:** Removes/reduces unnecessary and low-value added processes and document requirements that are a significant drag on acquisition productivity.



"The acquisition process must be operated in close coordination with the requirements process and the budget process."

—Hon. Leon E. Panetta
Secretary of Defense

DAU is critical to ensuring the success of the Better Buying Power initiative by training the Defense Acquisition Workforce to meet the needs of our nation's warfighters. We are updating our curriculum, engaging with acquisition organizations in mission assistance activities, and providing rapid deployment training to ensure the Defense Acquisition Workforce fully understands how to apply the Better Buying Power initiatives on the job.

As the primary training organization for the Defense Acquisition Workforce, DAU is committed to developing qualified acquisition professionals by fully engaging our students, both in the classroom and on the job. Through a virtual, continuous presence with the workforce, DAU products and services enhance workplace performance, promote mission effectiveness, and help reshape the Defense Acquisition Workforce to meet future challenges. DAU is fully integrated in our learners' careers from the time they enroll in their first DAU course until they retire, helping them effectively and efficiently provide the very best weapon systems, equipment, and services—helping them achieve the right acquisition outcomes.

DAU's Strategic Plan is aligned with the goals of the:

- **Nation**, as established in the President's Memorandum on Government Contracting, the Weapon Systems Acquisition Reform Act of 2009, and National Security Strategy
- **Department of Defense**, as set forth in the National Defense Strategy, Quadrennial Defense Review, DoD's Strategic Management Plan, DoD Comprehensive Review, the Secretary of Defense's (SECDEF) Workforce growth strategy, and SECDEF's efficiencies initiatives
- **USD(AT&L)**, as stated in Congressional testimony, Better Buying Power initiatives, AT&L priorities, and the Defense Acquisition Workforce appendix to the DoD Human Capital Strategic Plan



"We must . . . abandon inefficient practices accumulated in a period of budget growth and learn to manage defense dollars in a manner that is . . . respectful of the American taxpayer at a time of economic and fiscal distress."

—Hon. Ashton B. Carter
Deputy Secretary
of Defense



Acting, USD(AT&L) Frank Kendall has stated that the need for Better Buying Power, realized through affordable and well-executed programs and improved efficiency in all that we do, is even greater in the budget environment we are now experiencing. His priorities as Acting USD(AT&L) are tightly aligned with the principles Secretary Panetta has expressed—maintain the best military in the world, avoid a hollow force, take a balanced approach to achieving efficiencies, and keep faith with our men and women in uniform.

Mr. Kendall's priorities, as outlined in his Oct. 7, 2011, memorandum for Acquisition, Technology and Logistics Workforce, will focus DAU's efforts over the coming year. Our strategic plan is geared toward ensuring qualified acquisition professionals in the workforce to execute the USD(AT&L) priorities.

- 1. Support forces who are engaged in Overseas Contingency Operations.** Rapid acquisition to meet urgent needs, timely and reliable logistics support, effective contingency contracting, and more efficient operational energy solutions are some of the areas that will continue to emphasize support for the Warfighters.
- 2. Achieve affordable programs.** Work with the requirements and resource communities to ensure that, from the start, programs have firm cost goals in place, appropriate priorities set, and the necessary trade-offs made to keep programs within affordable limits.
- 3. Improve efficiency.** The essence of the Better Buying Power initiative will continue the never-ending quest to control and reduce our costs while acquiring products and services that provide the highest possible value to our Warfighters.
- 4. Strengthen the industrial base.** Industry is our partner in the defense acquisition enterprise. A healthy industrial base means a profitable industrial base, but it also means a lean and efficient base that provides good value for the taxpayers' defense investments and increases in productivity over time.
- 5. Strengthen our acquisition workforce.** Turn attention to improving the capability of the workforce that we have.
- 6. Protect the future.** Avoid a hollow force as budgets decline. Make sound investments in the next generation of technologies to maintain our military superiority. Protect essential capabilities in the industrial base. Retain a contingency contracting capability that can be expanded when needed.



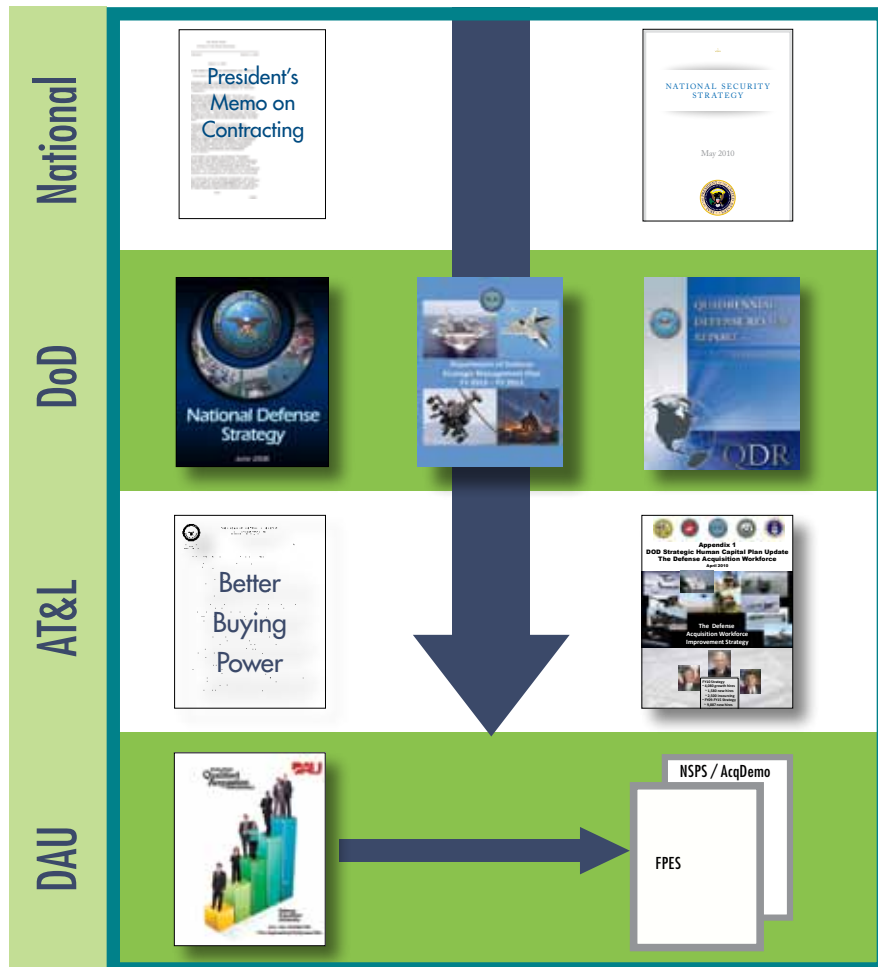
"The need for Better Buying Power, realized through affordable and well-executed programs and improved efficiency in all that we do, is even greater in the budget environment we are now experiencing."

—Hon. Frank Kendall
Acting Under Secretary of
Defense for Acquisition,
Technology and Logistics

USD(AT&L) Initial Guidance

1. Support forces engaged in Overseas Contingency Operations
2. Achieve affordable programs
3. Improve efficiency
4. Strengthen the industrial base
5. Strengthen our acquisition workforce
6. Protect the future

DAU's Strategic Plan flows down to our annual Organizational Performance Plan. To achieve objectives in that plan, each DAU team member must ensure that his or her individual objectives, as reflected in his or her Faculty Contribution Assessment Plan (FCAP) and Acq Demo development plan, support the tasks and targets of our annual Organizational Performance Plan.



DAU Strategic Planning Process

Our strategic planning process does not stop with the publishing of the Strategic Plan. It is an end-to-end planning process that encompasses performance measurement, budgeting, and contribution-based employee evaluation systems. It includes the following products:

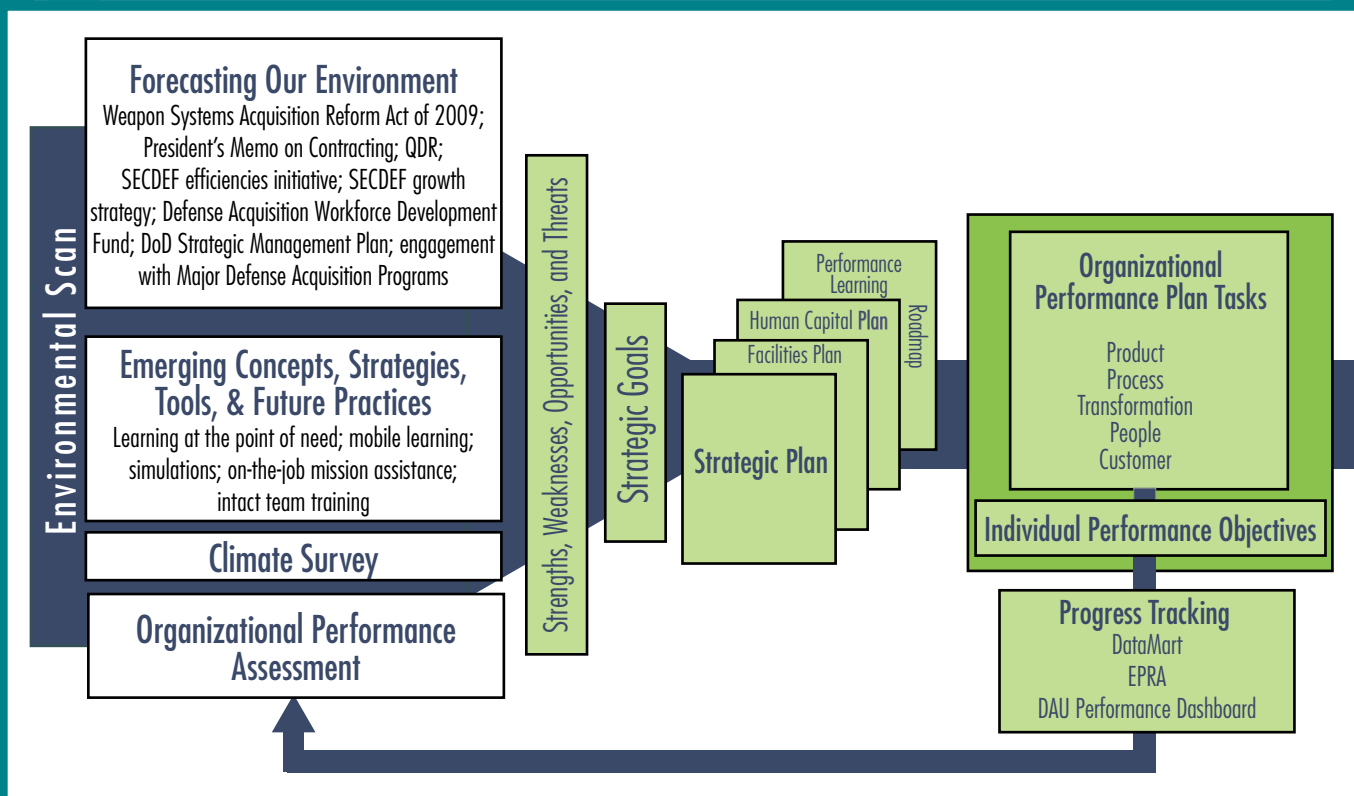
- **Strategic Plan**, which contains the mission, vision, goals, measures, and enabling strategies. It covers three years but is updated annually as a living document.
- **Organizational Performance Plan**, which has performance tasks and targets for the current year in support of each strategic goal.
- **Organizational Performance Assessment**, which shows the actual versus planned accomplishments for the year as well as progress on long-term measures for each goal of the Strategic Plan.
- **Annual Report**, which provides DAU's customers and stakeholders with our achievements for the preceding year.
- **Performance-based individual contribution plans**, which are used for both our faculty and staff.

Each year, DAU reviews, updates, and validates our strategic goals and measures, and our enabling strategies. The Planning, Policy, and Leadership Support group is responsible for leading this effort. They engage the participation of faculty and staff from across the university in this review. The review process begins with an analysis of organizational strengths, weaknesses, opportunities, and threats (SWOT). (The results of the SWOT are shown on page 18.) This is based on an environmental scan which identifies: 1) changes in DoD warfighting and acquisition environment; 2) advances in learning and development approaches; 3) major shifts in technology, market, competition, or regulatory environment; and 4) long-term organizational sustainability. Areas for improvement/focus are determined through leadership reviews of mission/operational performance, customer satisfaction ratings, stakeholder inputs, climate survey results, and annual performance plan task accomplishments. Updates to the strategic plan are presented to the Strategic Planning Council (SPC) (membership consists of DAU's senior leadership team) and reviewed by our Board of Visitors prior to final approval by the SPC.

In alignment with the strategic goals, separate performance tasks to be accomplished during the year are defined in the DAU Organizational Performance Plan. These tasks are projects headed by a project manager. Performance targets with specific outcomes/output measures and indicators of success, define progress toward achieving the tasks and the higher-level enabling strategies.

Our progress toward meeting our strategic goals and fulfilling our mission is measured and reported regularly. DAU has adopted an online enterprise-wide performance measurement tool, the DAU Performance





Dashboard, (<https://clo.dau.mil>), which we use to set baselines, manage tasks, and analyze results. This dashboard, available to all managers, tracks progress of the performance tasks and targets that support each strategic goal. DAU conducts a triannual Enterprise Performance Review and Analysis (EPRA) to review progress for all annual performance tasks and targets as well as long-term measures for the strategic goals. This enables management to make resource allocation decisions in the context of past results and allocate or reallocate resources as appropriate. All of our decisions are data-driven. Progress toward achieving each strategic goal is also assessed using a select number of key long-term measures. Long-term goal performance and current year task performance are documented in our annual Organizational Performance Assessment. Results are reviewed and incorporated as necessary into the next update of the Strategic Plan.

DAU's contribution-based employee evaluation systems ensure that each employee is focused on contributing to the execution of our mission and the accomplishment of the performance tasks, and ultimately, focusing on the goals of the organization. Individual objectives are set based on the Strategic Plan and Organizational Performance Plan. In the end, employee rewards are tied to specific contributions toward accomplishing DAU's performance goals.

The entire process is a deliberate, planned, measured, iterative, and integrated cycle that continuously moves DAU toward its organizational goals and vision.

Strengths

- Caliber of faculty and staff
- Innovative use of technology
- International recognition
- Integrated learning assets that encompass the acquisition body of knowledge
- OSD support; advocacy and alignment with key stakeholders
- Co-location with major customer base

Weaknesses

- Speed of curricula development
- Capacity and speed of IT infrastructure
- Staff recognition
- Unresponsive external contracting support
- Disconnect between functional leader demands and DAU resources to simultaneously support increased throughput, curriculum reengineering, and new product development requirements
- Technology driving requirements

Opportunities

- Buying Power Initiatives
- MDAP/MAIS engagement
- Applied research
- New acquisition process for information technology
- Space acquisition
- Support of key stakeholders
- Rapid acquisition
- Services acquisition
- Workforce qualification
- On-the-Job training

Threats

- Complacency because of national recognition
- Stakeholder perceptions
- Balancing DoD IT security with the need to reach the workforce
- Speed of technology advancement
- Impact of DoD budget constraints
- Political uncertainty
- Competition from other training organizations
- Perception that training does not improve program outcomes

Strategic Planning Integrated Product Team (IPT)

During their respective professional development conferences, the Mid-Level Managers and the Senior-Level Managers provided input for this 2012–2014 Strategic Plan. They each conducted a SWOT analysis and identified strategic priorities. Their input was briefed to the DAU President and incorporated into this plan. Their participation in this process provides DAU with valuable operational perspective and gives these managers a better understanding and ownership of the plan they will have to execute.



Mission

Provide a global learning environment to develop qualified acquisition professionals who deliver, and sustain effective and affordable warfighting capabilities.

Impact excellence in acquisition through:

- Acquisition certification and leadership training
- Mission assistance to acquisition organizations and teams
- Online knowledge-sharing resources
- Continuous learning assets

DAU plays a key role in the Department's efforts to restore the Defense Acquisition Workforce. As Acting USD(AT&L) Frank Kendall said, "We fully recognize the force multiplier a quality acquisition workforce has on the ultimate success of our programs." The DAU mission is to provide the learning assets that will ensure the quality of the Defense Acquisition Workforce. We must provide that training to the Defense Acquisition Workforce. But we also are being asked to provide training to members of the nonstatutory acquisition workforce such as requirers, contracting officer representatives, auditors, and buyers of services. In addition, we are tasked with developing a construct to provide on-the-job training to the workforce and a means to qualify workforce members through a demonstrated performance of the skills needed to do their job.

The implications of this additional training requirement, conducting on-the-job training, and strengthening certification qualification program will impact DAU's strategic planning over the next several years. Specific considerations include:

- Training for support services contracting, contingency contracting, contracting officer's representatives, requirements personnel, newly hired contract specialists, pricing personnel, rapid acquisition, and international acquisition
- Training for auditing, Inspector General, and comptroller communities
- Inclusion of Better Buying Power initiatives in all learning assets
- Expanded training in program management, systems engineering and technical management, logistics, and cost estimating
- Learning asset development for other high-impact and emerging acquisition needs



Vision

Enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes.

Our vision, “Enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes,” is clear about what we must accomplish for success. We will measure our progress by how well the workforce does its mission.

The Defense Acquisition Workforce represents DoD USD(AT&L)’s human capital—a highly valued asset critical to DoD’s success in serving the nation. Maintaining the right mix of technical knowledge and subject matter expertise, as well as general business skills, is vital to achieving the acquisition mission.

During 2011, the president, Congress, and DoD senior leadership continued to be actively involved in shaping initiatives on government contracting, weapon systems acquisition reform, and the capability and capacity of the Defense Acquisition Workforce. DAU is called upon to play a critical role in implementing these initiatives. This includes an integrated portfolio of all workforce training initiatives that spans the full spectrum of our products and services. Examples are:

- Including Better Buying Power initiative content in all learning assets
- Modifying curriculum to reflect practice versus policy
- Meeting requirements of 2011 NDAA Sections 874 and 877
- Revising Contracting curriculum
- Delivering Services Acquisition Workshops (SAWs) and developing new learning assets within the Services Acquisition Mall (SAM)
- Enhancing the pricing, rapid acquisition, and information technology curricula content across all learning assets

These initiatives will drive realization of our vision of enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes.

This 2012–2014 Strategic Plan lays the foundation for DAU to develop qualified acquisition professionals. It also addresses five strategic challenges, which form the basis for DAU’s vision and goals.

Strategic Challenges

- Demonstrating our value to the USD(AT&L) leadership team by aligning with their priorities, especially the Better Buying Power initiative, and proving our ability to deliver results
- Remaining competitive with other leading corporate universities through innovations in classroom technology, simulations, and informal learning techniques
- Engaging with MDAPs and MAISs to enhance acquisition outcomes
- Helping acquisition field organizations improve their acquisition outcomes by adding on-the-job-training to our current training assets and qualifying workforce members through a demonstrated performance of the skills needed to do their job
- Effectively managing resources in an era of constrained budget, so that we can still deliver our primary products and services to develop a qualified workforce and impact acquisition outcomes

Goal 1 | Mission

Provide an integrated, interactive learning environment that develops qualified acquisition professionals, enabling workforce members, teams, and organizations to improve acquisition outcomes.

Our “customer-centric” approach to our mission focuses all our efforts and resources on customer needs and stakeholder requirements.

Enabling Strategies:

1. Enhance and integrate delivery and management of learning assets
2. Leverage the most effective technology, tools, and techniques to develop qualified acquisition professionals and support mission performance

Strategic Measures:

- Graduate over 225,000 students per year
- Provide at least 4.0 million hours of informal learning to the defense acquisition community
- Increase percentage of Level II and Level III workforce members that have fulfilled the training component of their certification requirement



Goal 2 | Infrastructure

Continuously improve our infrastructure and mission support processes to optimize use of resources.

We leverage best practices and learning technologies and we optimize resources to provide our customers with skills they need to succeed.

Enabling Strategies:

1. Deploy processes and systems to enhance decision-making and operational effectiveness to increase productivity
2. Ensure an efficient and cost-effective infrastructure to increase productivity

Strategic Measures:

- Maintain annual cost per hour of learning and development at less than \$20
- Maintain total student travel costs at less than 20 percent of the annual budget
- Maintain average annual teaching hours greater than 600 per faculty member (excluding learning support and executive faculty), with an aggregate prep-to-teaching ratio of less than 0.5 to 1.0
- Achieve a minimum of 24 registered students per applicable classroom course offering at least 85 percent of the time each year



Goal 3 | Transformation

Support congressional and DoD acquisition improvement initiatives through thought leadership, applied research, and engagement with key acquisition organizations.

We will significantly impact DoD's drive to make every dollar count by promoting mission assistance, communities of practice, and rapid-deployment training on emerging initiatives; and by conducting relevant research.

Enabling Strategies:

1. Promote improved acquisition performance and outcomes through training, human capital, and process improvements
2. Leverage applied research to promote breakthrough change and performance excellence
3. Engage with key acquisition organizations to help improve acquisition outcomes

Strategic Measures:

- Complete 100 percent of congressionally mandated targets
- Publish five research papers per year on topics of interest to Congress and USD(AT&L)
- Complete 80 percent of DAU performance tasks



Goal 4 | People

Foster an environment that encourages continuous development, promotes diversity, and rewards achievement to enhance job satisfaction and performance.

To accomplish our goals, we must invest in human capital and professional growth that leads to value-added contributions to meet the needs of the Defense Acquisition Workforce.

Enabling Strategies:

1. Recruit, develop, and retain the most talented, experienced, and motivated faculty and staff
2. Foster a performance-based culture that recognizes contributions to the DAU goals and mission

Strategic Measures:

- Conduct climate survey at least every 3 years and achieve an aggregate mean score of 65 or above
- Maintain average hiring cycle time of 80 days from Human Resource Management Council approval to job offer
- Maintain a budget for professional development at a minimum of 2 percent of unloaded salary per year



Goal 5 | Customers

Proactively engage our customers and stakeholders to understand their mission requirements and develop responsive solutions to enhance performance.

Customer relationship management is how we deliberately plan to interact with our external and internal customers and stakeholders to promote a great DAU experience. Our internal customers are our faculty and staff. Our external customers and stakeholders include Congress, DoD AT&L senior leadership, component acquisition organizations, and, of course, the Defense Acquisition Workforce and community.

Enabling Strategies:

1. Ensure alignment of customer relationship management program with DoD priorities and DAU goals
2. Provide high-quality and responsive customer service
3. Maintain DAU's national reputation as a premier corporate university

Strategic Measures:

- Visit 80 percent of MDAP/MAIS customers
- Achieve an aggregate customer satisfaction for Kirkpatrick Level I surveys of learning assets greater than 5.6 on the 7-point Likert scale





