

Defense Acquisition University

Delivering Best Value



2011
Annual Report



40 Years of Developing Acquisition Professionals

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



Throughout 2011, DAU celebrated 40 years of developing acquisition professionals. The need for acquisition training emerged more than a half-century ago. Due to the complexity of modern weapons systems after World War II, the government could no longer rely solely on its arsenals and shipyards to meet the needs of the warfighter. These complex new weapons contained subsystems typically developed and produced by various defense contractors, placing the government in the role of program manager—a role that required a new and different skill set. Government teams found themselves unprepared to face these new demands, resulting in major cost overruns, slipped schedules, and performance shortfalls. The advent of these complex weapons systems highlighted a need for specialized acquisition training.

Several major studies commissioned by both Congress and the President sought ways to resolve the acquisition challenges related to these modern weapons systems. Much of the research recognized the need for a competent, trained, and educated civilian and military acquisition workforce. Since the inception of the Defense Systems Management School in 1971, through the transition to the Defense Systems Management College in 1976, the creation of a Defense Acquisition University consortium in 1991, and the consolidation with 11 other Service schools in 2000 to form a unified Defense Acquisition University, a constant goal remained: the development of outstanding acquisition professionals.

Over the years, whether in a predecessor training organization or part of the consolidated Defense Acquisition University, dedicated personnel have taken pride in offering the best value in acquisition training to a workforce that now exceeds 151,000 members.

A Web site at www.dau.mil/history contains the account of the evolution of DAU acquisition training.

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President's Letter



I am honored and excited to be a part of the DAU team with its tradition of excellence. In my first year as president, I found the faculty and staff already living up to the Department of Defense mandate to deliver best value. DAU's resources and adaptability make us a key player in

helping the AT&L leadership achieve their vision of fostering a more agile, effective, and efficient acquisition system.

When I was hired, Dr. Carter gave me two priorities: (1) integrate better buying power initiatives into the DAU curriculum; and (2) shift the emphasis of our curriculum from teaching our students how to manage OSD to teaching them how to manage their programs. I am proud to say we met both of these priorities.

During FY11, we incorporated better buying power into all of our learning assets. The curriculum—both online and resident—was reengineered, new continuous learning modules focusing on pricing and services acquisition were launched, rapid deployment training sessions on the directive type memorandums were developed and presented, a Better Buying Power Gateway was launched on the Defense Acquisition Portal, and a Better Buying Power community was established on the Acquisition Community Connection.

DAU shifted focus in its curriculum to teach our students how to achieve successful acquisition outcomes by managing their programs, not the process, and by managing industry to broker the best deal for the government. Working with senior DoD Acquisition, Technology, and Logistics leadership, we stood-up an Industry Knowledge Competency Board

to establish industry acumen competencies. We also initiated development of a Managing Industry Course.

Being new to the organization, I was impressed with how much the DAU team does. We established a stretch goal of providing 54,000 classroom seats, and we exceeded that goal by 2,818 seats. In addition to our training courses, we provided new continuous learning modules to the workforce and increased functionality and content on our knowledge-sharing sites. We also deployed an aggressive Major Defense Acquisition Program engagement strategy—one that does not work only with those programs that are in crisis but helps programs avoid getting to that point. In FY11, we:

- Provided 11.2 million hours of learning
- Graduated 202,970 students
- Provided 624,556 hours of mission assistance
- Offered 314 online continuous learning modules
- Provided 1.7 million contact hours on the Defense Acquisition Portal and the Acquisition Community Connection

I am also excited to report that DAU has again been recognized for excellence in learning and development. *Chief Learning Officer* magazine presented DAU with its Silver Vanguard Award and the LearningElite Award. Elearning! Media Group named us as a Learning! 100 winner, and ComputerWorld honored us as a 2011 Laureate.

The training of the Defense Acquisition Workforce is critical to achieving successful acquisition outcomes. The DAU faculty and staff are extremely talented, hard-working, and committed to providing the very best in acquisition training products and services. In doing so, the DAU team is helping the Defense Acquisition Workforce deliver best value to the taxpayer and improve the way DoD does business, while ensuring we are all doing the very best we can for our nation's warfighters.

A handwritten signature in black ink that reads "Katharina G. McFarlane". The signature is fluid and cursive.

Better Buying Power



On June 28, 2010, then Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) Ashton Carter issued a memorandum to the Defense Acquisition Workforce on “Better Buying Power: Mandate for Restoring Affordability and Productivity in Defense Spending.” A follow-on memorandum gave direction on delivering better value to the taxpayer and improving the way Department of Defense (DoD) does business through 23 initiatives in five areas: targeting affordability and controlling cost growth, incentivizing productivity and innovation in industry, promoting real competition, improving tradecraft in services

acquisition, and reducing nonproductive processes and bureaucracy. Acting USD(AT&L) Frank Kendall is continuing this mandate. In FY11, DAU worked closely with USD(AT&L) to deliver training and other resources to assist the workforce in effectively implementing these initiatives.

Training

Contracting Curriculum

Working with the Contracting Functional Integrated Product Team, DAU began reengineering the contracting curriculum to include updates to the current curriculum, development of new courses, and development of continuous learning modules. Content of new courses was focused on pricing and acquisition of services. The following courses were developed in FY11 and scheduled to be deployed during FY12: Contracting Fundamentals (CON 115), Fundamentals of Cost and Price Analysis (CON 170), Business Decisions for Contracting (CON 200), Intermediate Cost and Price Analysis (CON 270), Source Selection and Acquisition of Service Contracts (CON 280), and Contract Administration and Negotiation Techniques in a Supply Environment (CON 290).



Continuous Learning

Services Acquisition

DAU updated CLC 013, Services Acquisition. The module reflects the new DoD Services Guidebook, and the latest in Defense Federal Acquisition Regulation Supplement (DFARS) changes and DoD policy. It includes links to many items developed and hosted in the Services Acquisition Mall.

Analyzing Contract Costs

DAU fielded CLC 056, Analyzing Contract Costs which is a prerequisite for Intermediate Contract Pricing (CON 270). In this module, the student assumes the role of a contract specialist/intern who works with the Contracting Officer of a large complex base operating services contract. The Contracting Officer acts as a mentor, providing

guidance and direction as the student performs various cost and price analysis tasks.

Mission Assistance

Rapid Deployment Training

Throughout FY11, DAU consulted with acquisition organizations and teams on implementing Better Buying Power initiatives. DAU faculty, working closely with USD(AT&L) functional leaders, developed rapid deployment training for the Directive Type Memorandums as they were issued. DAU also held several special sessions on Better Buying Power initiatives for a variety of audiences including: American Society of Military Comptrollers, Army Aviation and Missile Command, and Naval Air Systems Command.

Contracting for Open Architecture

On February 16-18, 2011, DAU implemented a pilot workshop for Contracting for Open Architecture for the Navy's Program Executive Office (PEO) Integrated Warfare System-7B and the Navy's PEO C4I/Space and Naval Warfare Systems Command contracting and program management personnel. This workshop represented several Better Buying Power initiatives through use of open architecture. In this case-based course, students used the Open Architecture Assessment Tool and Open Architecture Assessment Model to assess their own programs and then discuss results with the class.

Services Acquisition Workshops

DAU conducted 21 Services Acquisition Workshops (SAW) in support of a variety of acquisition organizations including: Defense Management Data Center, White Sands Missile Range, the Defense Logistics Agency Fusion Center's Program Management Office, and Arlington National Cemetery. During these interactive intact team training events, the team walks through the complete seven-step sourcing process and focuses on developing performance-based requirements, business strategies, and assessment strategies.

Knowledge Sharing

Better Buying Power Online

On April 25, 2011, DAU launched the Better Buying Power Gateway on the Defense Acquisition Portal (DAP). This site serves as a central point of access to the latest information on the 23 Better Buying Power initiatives. The "Better Buying Power" site in



the Acquisition Community Connection Special Interest Area, also was updated to provide a wider membership with added collaborative capabilities. Access the Better Buying Power Gateway

at dap.dau.mil/bbp and the Special Interest Area at acc.dau.mil/bbp.

Automated Requirements Roadmap Tool

In August 2011, DAU completed a preliminary launch of the Automated Requirements Roadmap Tool (ARRT). This Better Buying Power initiative helps the acquisition community develop and define more effective requirements for services acquisitions. Outputs of the ARRT include drafts of the Performance Work Statement and Quality Assurance Surveillance Plan. The ARRT has been incorporated into the Mission-Focused Services Acquisition (ACQ 265) course and the SAW, becoming a useful resource to assist the workforce in effectively achieving Better Buying Power goals.

Contract Pricing Reference Guides

DAU created an electronic Web-based version of the Contract Pricing Reference Guides to provide a central repository within the contract cost, price, and finance community. The five-volume guides are built around five key knowledge and skill areas: price analysis, quantitative techniques, cost analysis, advance issues, and negotiation techniques. This tool contains links to pertinent documents, tools, and computer models.

DAU Learning Assets

The Defense Acquisition Workforce is a talented and diverse group working toward a common goal: to improve acquisitions for DoD and the warfighter. To do this, workforce members need the proper training and follow-on support. Through the years, DAU has provided this training and support not only through certification training courses but also through access to a variety of other learning assets at work, at home, and on the go. DAU's continuous learning modules and online knowledge-sharing resources are available 24 hours a day, seven days a week to refresh knowledge and provide answers to questions that arise on the job. Mission Assistance is available to acquisition organizations and teams as they address critical acquisition issues. All of DAU's informal learning offerings are available to Defense Acquisition Workforce members even after their formal training is completed, and such assets can further improve job performance. Through all of these learning assets, DAU provides best value to the Defense Acquisition Workforce and moves toward achieving its vision of "enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes."



Training

DAU offers training courses for each of the 15 Defense Acquisition Workforce Improvement Act (DAWIA) career fields. Defense Acquisition Workforce members must be certified for the positions they hold. Through DAU's core certification and core plus training courses, workforce members are able to fulfill the training requirements for their respective career field certification. DAU uses modern teaching methods and delivers the best value for reaching members of the Defense Acquisition Workforce. In FY11, there were:

- 6,802,707 hours of training
- 202,970 total graduates
- 146,152 online graduates
- 56,818 classroom graduates



Continuous Learning

In today's fast-paced world, it's imperative that Defense Acquisition Workforce members keep current with the latest initiatives and newest policies. Senior officials are aware of this and require workforce members to earn 80 continuous learning points every 24 months to maintain currency in their respective career fields. DAU's Continuous Learning Center (CLC) places cutting-edge modules at the fingertips of the workforce, whenever and wherever they want. The anytime availability of the CLC allows the workforce to cost-effectively meet continuous learning requirements. In FY11, there were:

- 314 continuous learning modules available
- 517,615 completions
- 2,148,460 contact hours



Mission Assistance

An organization's complex problems often require direct face-to-face support. DAU's Mission Assistance program extends services beyond the classroom and into the workplace. This program places seasoned faculty onsite at organizations ranging from smaller acquisition teams to larger acquisition programs to provide advice, consulting, rapid-deployment training on new initiatives, or training targeted to address unique mission needs. Through this reach-back, acquisition organizations receive unbiased support at a great value. In FY11, there were:

- 636 consulting, targeted training, and rapid-deployment events
- 624,556 consulting, targeted training, and rapid-deployment contact hours



Knowledge Sharing

Access to acquisition knowledge outside traditional learning environments improves efficiency, innovation, and effectiveness. DAU's knowledge-sharing program removed the requirement that knowledge is transferred only in the classroom and gives individuals and organizations quick and easy access to information anytime. These online acquisition resources reach the Defense Acquisition Workforce outside the normal learning spaces to enhance job performance. In FY11, there were:

- 933,596 contact hours on the Defense Acquisition Portal
- 720,074 contact hours on the Acquisition Community Connection

Delivering
Best Value

Training



DAU's seasoned faculty members are expert practitioners with extensive real-world experience. This experience, combined with the latest technology to infuse real-world situations into curriculum, enables DAU to deliver best value in developing and teaching its training courses. With access to advanced learning resources, the faculty is able to support different learning styles of the workforce, and effectively and efficiently meet its training mission.

FY11 Training Accomplishments

- Developed a shipbuilding-focused version of Intermediate Systems Acquisition, Part B (ACQ 201B)
- Fielded Advanced Technology Security/Control Workshop (PMT 313) to support the International Acquisition Career Path
- Conducted student pilot for Life Cycle Product Support (LOG 340) and Intermediate Systems Sustainment Management (LOG 206)
- Reengineered Contracting curriculum
- Taught the first version of Specification Selection and Application (PQM 104) Course via TelePresence
- Initiated development of a Managing Industry (ACQ 315) course and formed an Industry Knowledge Competency Board to establish industry acumen competencies
- Continued to provide training for Contracting Officer's Representatives

110 courses

2,030 course offerings

202,970 graduates

Training

New Logistics Courses

In January 2011, DAU conducted a highly successful student pilot of Life Cycle Product Support (LOG 340). This course helps prepare the life-cycle logistician to become a product support manager, a new position mandated by Section 805 of the National Defense Authorization Act for Fiscal Year 2010 (Public



Law 111-84). Students apply tools and techniques to analyze, develop, and implement outcome-based product support strategies. The course challenges students to think critically and make sound recommendations to identify and implement a product support strategy to satisfy the warfighters' outcome-based sustainment requirements.

In February 2011, DAU led the week-long Intermediate Systems Sustainment Management (LOG 206) Pilot Course. Participants from across DoD and industry provided input to ensure DAU created a first-rate course that provides a comprehensive understanding of logistics sustainment management principles and fundamentals, including the roles, responsibilities, and functions of a logistician assigned to a major weapon systems acquisition program.

Intermediate Systems Acquisition Course (ACQ 201B-Ships)

DAU, in conjunction with the Naval Sea Systems Command and the Navy Defense Acquisition Career Manager, developed a shipbuilding-focused version of ACQ 201B. DAU conducted the pilot offering of ACQ 201B-Ships in June and integrated this course into the FY12 schedule. The course will be offered two to three times per year as a Level II program management certification course for the shipbuilding community.



Specification Selection and Application (PQM 104) with TelePresence

In January 2011, DAU taught the first version of PQM 104 via TelePresence to 19 students from the West and Mid-Atlantic regions. The course was well received by students and the technology proved easy to use and enhanced student participation in the lessons and exercises.

Managing Industry Curriculum

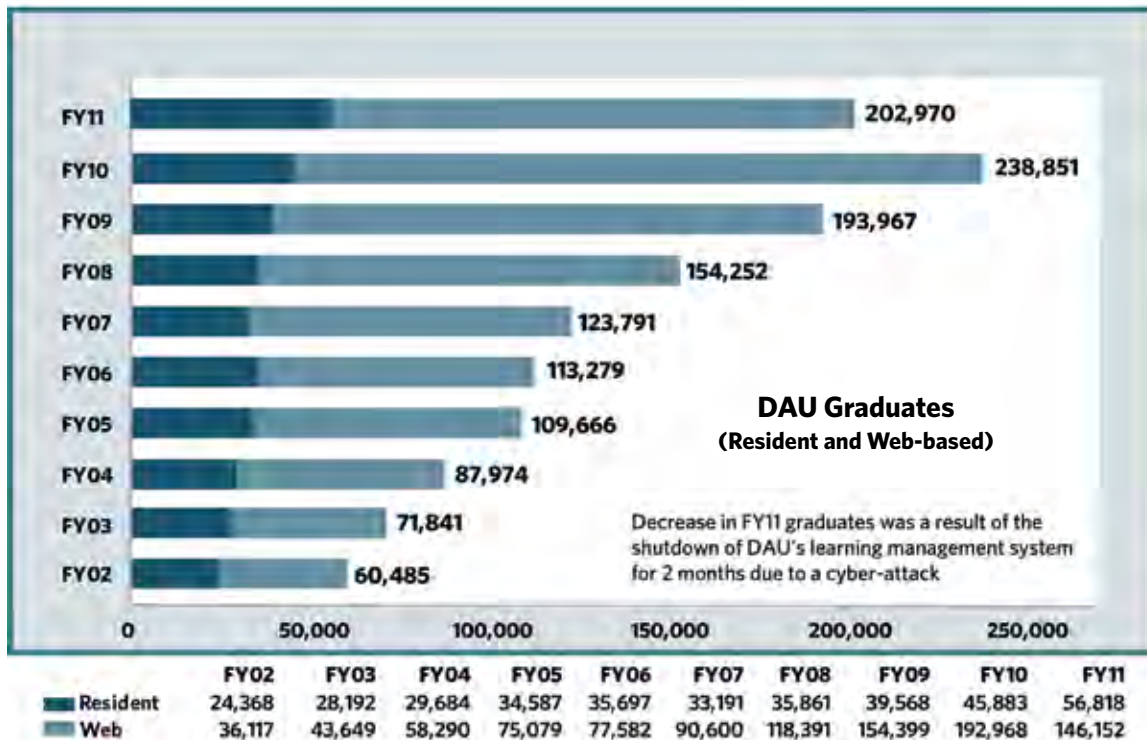
During FY10, DAU developed a body of knowledge for "Managing Industry." In January 2011, DAU offered a pilot course with Component representatives. Comments received from participants and the DAU President, Principal Deputy USD(AT&L), Director of Defense Procurement Acquisition Policy, and other members of senior DoD leadership indicated that the content needed a closer tie to competencies. In response, DAU formed the Industry Knowledge Competency Board to review the industry acumen curriculum competencies. The Board met for the first time in September and agreed on a plan to review, validate, and approve the industry curriculum competencies for the various career fields, leading to development of learning objects for the Managing Industry (ACQ 315) curriculum.

Advanced Technology Security/Control (PMT 313)

The Functional Integrated Product Team for the International Acquisition career path identified the need for additional training to resolve issues associated with international programs' technology security/control. In response, DAU developed a 300-level 1-week course addressing the proper means of analyzing, synthesizing, and applying security principles and concepts to produce effective technology transfer. The inaugural offering of PMT 313 was completed successfully in June and consisted of students from both government and industry. Four practical exercises and a capstone case study were enhanced by guest speakers.

Contracting Officer's Representative (COR 222)

COR 222 was designed to train contracting officer's representatives (COR) in the contracting fundamentals to ensure these CORs have the requisite knowledge to carry out their duties. Specifically, COR 222 addresses contracting regulations, types, and phases as well as an awareness of ethical, legal, and cultural factors that impact overall COR responsibilities. In February 2011, DAU faculty taught COR 222 to 32 members of the 412th Theater Engineer Command in Vicksburg, MS, prior to their deployment to Afghanistan. The training was given to the unit's cadre of supervisors and leadership. Refresher courses will be provided to keep the information fresh in participants' minds. COR training also was provided to the Defense Information Systems Agency at Scott AFB, IL; Army Reserve Command at Fort McPherson, GA; Space and Naval Warfare Systems Command; and the Naval Air Systems Command's Program Management Office.



Training Courses

Acquisition

- ACQ 101 Fundamentals of Systems Acquisition Management*
- ACQ 201A Intermediate Systems Acquisition, Part A*
- ACQ 201B Intermediate Systems Acquisition, Part B
- ACQ 265 Mission-Focused Services Acquisition
- ACQ 370 Acquisition Law
- ACQ 401 Senior Acquisition Course
- ACQ 403 Defense Acquisition Executive Overview Workshop
- ACQ 404 Systems Acquisition Management Course for General/Flag Officers
- ACQ 405 Executive Refresher Course
- ACQ 450 Leading in the Acquisition Environment
- ACQ 451 Integrated Acquisition for Decision Makers
- ACQ 452 Forging Stakeholder Relationships
- ACQ 453 Leader as Coach

Business, Cost Estimating, and Financial Management

- BCF 102 Fundamentals of Earned Value Management*
- BCF 103 Fundamentals of Business Financial Management*
- BCF 106 Fundamentals of Cost Analysis*
- BCF 107 Applied Cost Analysis
- BCF 203 Intermediate Earned Value Management
- BCF 204 Intermediate Cost Analysis
- BCF 205 Contractor Business Strategies
- BCF 206 Cost/Risk Analysis
- BCF 209 Acquisition Reporting for Major Defense Acquisition Programs (MDAPs) and Major Automated Information Systems (MAIS)
- BCF 211 Acquisition Business Management
- BCF 215 Operating and Support Cost Analysis
- BCF 262 Earned Value Management System (EVMS) Validation and Surveillance
- BCF 263 Principles of Schedule Management
- BCF 301 Business, Cost Estimating, and Financial Management Workshop
- BCF 302 Advanced Concepts in Cost Analysis

Contracting

- CON 090 Federal Acquisition Regulation (FAR) Fundamentals
- CON 100 Shaping Smart Business Arrangements*
- CON 110 Mission Support Planning*

- CON 111 Mission Strategy Execution*
- CON 112 Mission Performance Assessment*
- CON 120 Mission-Focused Contracting
- CON 170 Fundamentals of Cost and Price Analysis
- CON 214 Business Decisions for Contracting*
- CON 215 Intermediate Contracting for Mission Support
- CON 216 Legal Considerations in Contracting*
- CON 217 Cost Analysis and Negotiation Techniques
- CON 218 Advanced Contracting for Mission Support
- CON 232 Overhead Management of Defense Contracts
- CON 234 Joint Contingency Contracting
- CON 235 Advanced Contract Pricing
- CON 237 Simplified Acquisition Procedures*
- CON 243 Architect-Engineer Contracting
- CON 244 Construction Contracting
- CON 250 Fundamentals of Cost Accounting Standards—Part I
- CON 251 Fundamentals of Cost Accounting Standards—Part II
- CON 260A The Small Business Program, Part A*
- CON 260B The Small Business Program, Part B
- CON 270 Intermediate Cost and Price Analysis
- CON 334 Advanced Contingency Contracting
- CON 353 Advanced Business Solutions for Mission Support
- COR 206 Contracting Officer's Representative in a Contingency Environment
- COR 222 Contracting Officer's Representative Course

Facilities Engineering

- FE 201 Intermediate Facilities Engineering*
- FE 301 Advanced Facilities Engineering

Grants

- GRT 201 Grants and Agreements Management

Industrial/Contract Property Management

- IND 100 Contract Property Administration and Disposition Fundamentals
- IND 103 Contract Property Systems Analysis Fundamentals**
- IND 200 Intermediate Contract Property Administration and Disposition

Information Systems Acquisition

- IRM 101 Basic Information Systems Acquisition*
- IRM 202 Intermediate Information Systems Acquisition
- IRM 304 Advanced Information Systems Acquisition

Logistics

- LOG 101 Acquisition Logistics Fundamentals*
- LOG 102 Systems Sustainment Management Fundamentals*
- LOG 103 Reliability, Availability, and Maintainability*
- LOG 200 Intermediate Acquisition Logistics, Part A*
- LOG 201 Intermediate Acquisition Logistics, Part B
- LOG 204 Configuration Management*
- LOG 206 Intermediate Systems Sustainment Management*
- LOG 235 Performance-Based Logistics, Part A*
- LOG 236 Performance-Based Logistics, Part B
- LOG 340 Life Cycle Product Support
- LOG 350 Enterprise Life Cycle Logistics Management

Production, Quality, and Manufacturing

- PQM 101 Production, Quality, and Manufacturing Fundamentals*
- PQM 103 Defense Specification Management
- PQM 104 Specification Selection and Application
- PQM 201A Intermediate Production, Quality, and Manufacturing, Part A*
- PQM 201B Intermediate Production, Quality, and Manufacturing, Part B
- PQM 203 Preparation of Commercial Item Description for Engineering and Technical Personnel**
- PQM 301 Advanced Production, Quality, and Manufacturing

Program Management

- PMT 202 Multinational Program Management
- PMT 203 International Security and Technology Transfer/Control
- PMT 251 Program Management Tools Course, Part I*
- PMT 256 Program Management Tools Course, Part II**
- PMT 257 Program Management Tools Course, Part II**
- PMT 304 Advanced International Management Workshop
- PMT 313 Advanced Technology Security/Control Workshop
- PMT 352A Program Management Office Course, Part A*
- PMT 352B Program Management Office Course, Part B

- PMT 401 Program Manager's Course
- PMT 402 Executive Program Manager's Course
- PMT 403 Program Manager's Skills

Requirements Management

- RQM 110 Core Concepts for Requirements Management*
- RQM 310 Advanced Concepts and Skill for Requirements Management
- RQM 403 Requirements Management Executive Overview
- RQM 413 Requirements Executive Overview

Software Acquisition

- SAM 101 Basic Software Acquisition Management*
- SAM 201 Intermediate Software Acquisition Management
- SAM 301 Advanced Software Acquisition Management

Systems Planning, Research, Development, and Engineering—Science and Technology (S&T) Managers

- STM 202 Intermediate S&T Management
- STM 303 Advanced S&T Management

Systems Planning, Research, Development, and Engineering—Systems Engineering

- SYS 101 Fundamentals of Systems Planning, Research, Development, and Engineering*
- SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part I*
- SYS 203 Intermediate Systems Planning, Research, Development, and Engineering, Part II
- SYS 302 Technical Leadership in Systems Engineering

Test and Evaluation

- TST 102 Fundamentals of Test and Evaluation*
- TST 203 Intermediate Test and Evaluation
- TST 303 Advanced Test and Evaluation

* Distance learning

** Facilitated online

All other courses are Resident

**Delivering
Best Value**

Continuous Learning



As new policies and initiatives emerge, the workforce must quickly be brought up to speed. Workforce members also must refresh the skills used in performing their jobs by earning 80 continuous learning points every 24 months. DAU's Continuous Learning Center offers instant access to an extensive set of acquisition-related continuous learning modules. These modules, available anytime and anywhere, provide best value in helping workforce members stay current and meet their continuous learning requirements. DAU also sponsors several conferences throughout the year to bring together acquisition professionals, senior DoD leadership, and industry to focus on current defense acquisition issues.

FY11 Continuous Learning Accomplishments

- Developed 29 new continuous learning modules, including:
 - 3 contracting modules
 - 6 engineering modules
 - 19 logistics modules
 - 1 requirements module
- Hosted 46 new Harvard Business School Publishing ManageMentor® modules
- Hosted conferences for the defense acquisition community

314 continuous learning modules

75 new modules added

517,615 completions

2,148,460 contact hours

Continuous Learning

Systems Engineering for Systems of Systems (CLE 066)

CLE 066 is intended for those who are part of a systems engineering team working in a systems of systems environment. Program managers, project managers, systems engineers, technical team leaders, logistic support leaders, and others who are supporting systems of systems work will benefit from taking this module. It provides insights gained from lessons learned by today's acquisition community with regard to the issues and approaches to systems engineering for systems of systems.



Design for Supportability (CLL 008)

This module provides a comprehensive overview and introduction to incorporating the principles of systems engineering throughout the system life cycle to design, develop, produce, and sustain operationally reliable, supportable, and effective systems. The module emphasizes the essential link between weapon system operational effectiveness and product support performance and introduces the System Operational Effectiveness model and process.

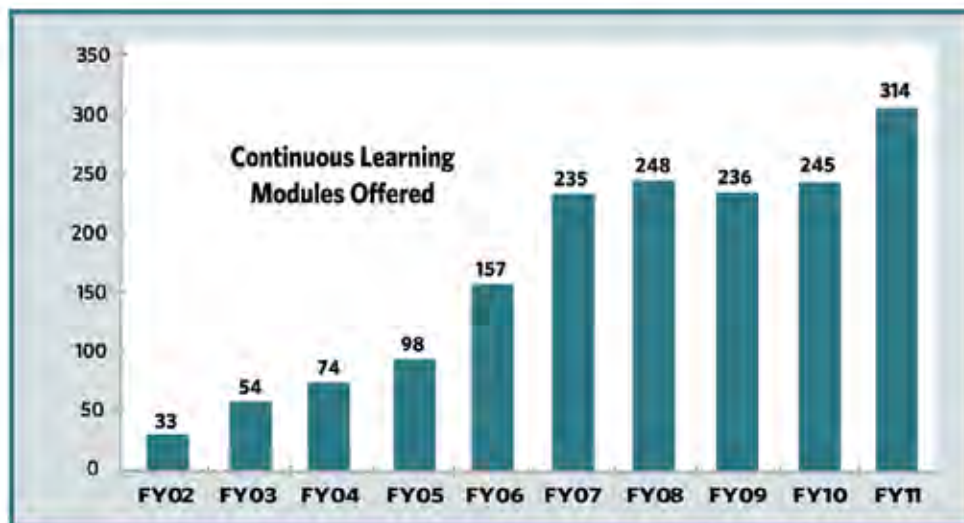
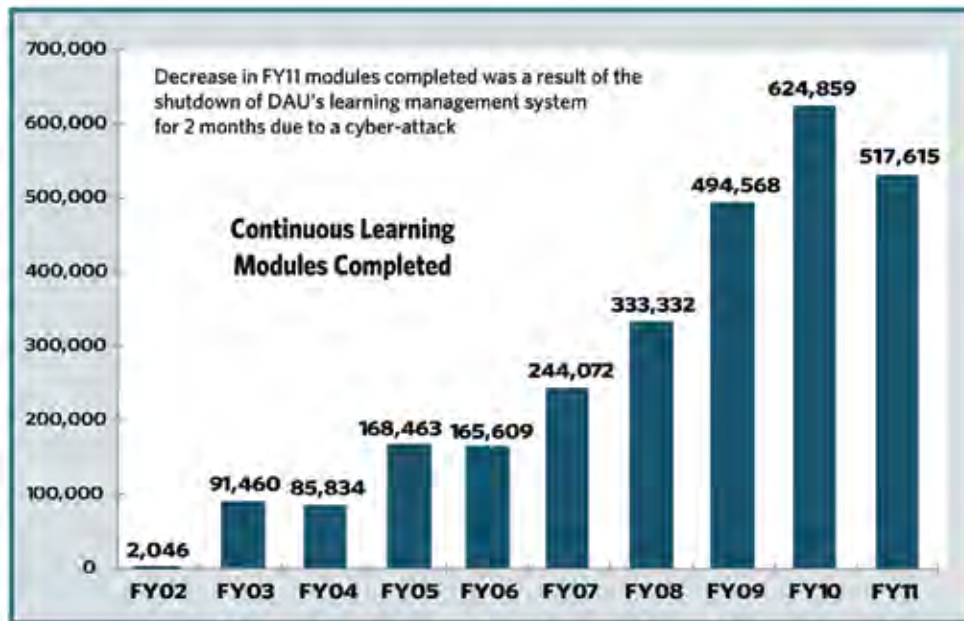
Environment, Safety and Occupational Health in Joint Capabilities Integration and Development System (CLR 030)

This module is designed to help the Environment, Safety and Occupational Health (ESOH) practitioner generate concise ESOH language appropriate for Joint Capabilities Integration and Development System (JCIDS) documents. CLR 030 offers practical guidance in negotiating the JCIDS process where different interests—ESOH-related and non-ESOH-related—often compete among stakeholders in a resource-constrained context.

Joint Deployment and Distribution Performance Metrics Framework for Sustainment Distribution (CLL 055)

The requirement to improve Joint Deployment and Distribution support to the warfighter is well established. However, less established is the definition of performance, based on warfighter need. A U.S. Transportation Command study produced a framework of enterprise-level performance-based metrics, which provides a clear definition of performance levels needed to drive tangible improvement to the warfighter. This continuous learning module provides the student with an understanding of that framework and associated performance metrics.





Continuous Learning Modules

Business Modules

- CLB 007 Cost Analysis
- CLB 008 Program Execution
- CLB 009 Planning, Programming, Budgeting, and Execution (PPBE) and Budget Exhibits
- CLB 010 Congressional Enactment
- CLB 011 Budget Policy
- CLB 014 Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR
- CLB 016 Introduction to Earned Value Management
- CLB 017 Performance Measurement Baseline
- CLB 018 Earned Value and Financial Management Reports
- CLB 019 Estimate at Completion
- CLB 020 Baseline Maintenance
- CLB 023 Software Cost Estimating
- CLB 024 Cost Risk Analysis Introduction
- CLB 026 Forecasting Techniques
- CLB 029 Rates
- CLB 030 Data Collection and Sources

Contracting Modules

- CLC 001 Defense Subcontract Management
- CLC 003 Sealed Bidding
- CLC 004 Market Research
- CLC 005 Simplified Acquisition Procedures
- CLC 006 Contract Terminations
- CLC 007 Contract Source Selection
- CLC 008 Indirect Costs
- CLC 009 Service-Disabled, Veteran-Owned Small Business Program
- CLC 011 Contracting for the Rest of Us
- CLC 012 Contracting Officer's Representative (COR) Overview Health Care Acquisition Activity
- CLC 013 Performance-Based Services Acquisition
- CLC 020 Commercial Item Determination
- CLC 022 Profit Policy Revisions
- CLC 023 Commercial Item Determination Executive Overview
- CLC 024 Basic Math Tutorial
- CLC 025 Small Business Program for Contracting Officers*
- CLC 026 Performance-Based Payments Overview
- CLC 027 Buy American Act
- CLC 028 Past Performance Information
- CLC 030 Essentials of Interagency Acquisitions/Fair Opportunity
- CLC 031 Reverse Auctioning
- CLC 033 Contract Format and Structure for DoD eBusiness Environment

- CLC 034 Provisional Award Fee
- CLC 035 Other Transaction Authority for Prototype Projects: Comprehensive Coverage
- CLC 036 Other Transaction Authority for Prototype Projects Overview
- CLC 037 A-76 Competitive Sourcing Overview
- CLC 039 Contingency Contracting Simulation: Barda Bridge
- CLC 040 Predictive Analysis and Scheduling
- CLC 041 Predictive Analysis and Systems Engineering
- CLC 042 Predictive Analysis and Quality Assurance
- CLC 043 Defense Priorities and Allocations System (DPAS)
- CLC 044 Alternative Dispute Resolution
- CLC 045 Partnering
- CLC 046 Green Procurement
- CLC 047 Contract Negotiation Techniques
- CLC 050 Contracting with Canada
- CLC 051 Government Property
- CLC 054 Electronic Subcontracting Reporting System (eSRS)
- CLC 055 Competition Requirements
- CLC 056 Analyzing Contract Costs*
- CLC 057 Performance Based Payments and Value of Cash Flow*
- CLC 060 Time and Materials Contracts
- CLC 061 Online Representations and Certifications Application (ORCA)
- CLC 062 Intra-Governmental Transactions
- CLC 102 Administration of Other Transactions
- CLC 103 Facilities Capital Cost of Money
- CLC 104 Analyzing Profit or Fee
- CLC 106 Contracting Officer's Representative (COR) with a Mission Focus
- CLC 107 OPSEC Contract Requirements
- CLC 108 Strategic Sourcing Overview
- CLC 110 Spend Analysis Strategies
- CLC 112 Contractors Accompanying the Force
- CLC 113 Procedures, Guidance, and Information (PGI)
- CLC 114 Contingency Contracting Officer Refresher
- CLC 120 Utilities Privatization Contract Administration
- CLC 125 Berry Amendment
- CLC 131 Commercial Item Pricing
- CLC 132 Organizational Conflicts of Interest
- CLC 133 Contract Payment Instructions
- CLC 206 Contracting Officer's Representative in a Contingency Environment
- CLC 222 Contracting Officer's Representative Online Training

Engineering and Technology Modules

CLE 001	Value Engineering
CLE 003	Technical Reviews
CLE 004	Introduction to Lean Enterprise Concepts
CLE 006	Enterprise Integration Overview
CLE 007	Lean Six Sigma for Manufacturing
CLE 008	Six Sigma: Concepts and Processes
CLE 009	System Safety in Systems Engineering
CLE 010	Privacy Protection
CLE 011	Modeling and Simulation for Systems Engineering
CLE 012	Naval Open Architecture
CLE 013	Modular Open Systems Approach to DoD Acquisition
CLE 015	Continuous Process Improvement Familiarization
CLE 016	Outcome-Based Performance Measures
CLE 017	Technical Planning
CLE 018	E3 and Spectrum Supportability for Acquisition Professionals
CLE 021	Technology Readiness Assessments
CLE 022	Program Manager Introduction to Anti-Tamper
CLE 023	Modeling and Simulation for Test and Evaluation
CLE 025	Information Assurance (IA) for Acquisition Professionals
CLE 026	Trade Studies
CLE 028	Market Research for Engineering and Technical Personnel
CLE 029	Testing in a Joint Environment
CLE 031	Research, Development, and Engineering Command (RDECOM)
CLE 034	Understanding the DoD Information Assurance Certification and Accreditation Process (DIACAP)
CLE 035	DTEPI Introduction to Probability and Statistics
CLE 036	Engineering Change Proposals for Engineers
CLE 037	Telemetry
CLE 038	Time Space-Position Information
CLE 039	Environmental Issues in Testing and Evaluation
CLE 040	IUID Marking
CLE 041	Software Reuse
CLE 045	Introduction to DoD Science and Technology Management
CLE 046	Fundamentals of Executing a JCTD Project*
CLE 047	Grounding, Bonding, and Shielding
CLE 060	Practical Software and Systems Measurement
CLE 061	Assessing Manufacturing Risk*

CLE 062	Human Systems Integration
CLE 063	Capability Maturity Model-Integration (CMMI)
CLE 064	Standardization in the Acquisition Life Cycle*
CLE 065	Standardization Documents*
CLE 066	Systems Engineering for Systems of Systems*
CLE 067	Strategic Material Selection: Chemical Ranking System*
CLE 201	ISO 9000:2000
CLE 301	Reliability and Maintainability

Government Purchase Card Modules

CLG 001	DoD Government Purchase Card
CLG 004	DoD Government Purchase Card Refresher Training
CLG 005	Purchase Card Online System (PCOLS)

International Modules

CLI 001	International Armaments Cooperation (IAC), Part 1
CLI 002	International Armaments Cooperation (IAC), Part 2
CLI 003	International Armaments Cooperation (IAC), Part 3
CLI 004	Information Exchange Program (IEP), DoD Generic RDT&E
CLI 005	Information Exchange Program (IEP), Army-Specific RDT&E
CLI 006	Information Exchange Program (IEP), Navy-Specific RDT&E

Logistics Modules

CLL 001	Life Cycle Management & Sustainment Metrics*
CLL 002	Defense Logistics Agency Support to the Program Manager
CLL 003	Supportability Test and Evaluation*
CLL 004	Life Cycle Logistics for the Rest of Us
CLL 006	Depot Maintenance Partnering
CLL 007	Lead Free Electronics Impact on DoD Programs*
CLL 008	Designing for Supportability in DoD Systems
CLL 011	Performance-Based Logistics
CLL 013	DoD Packaging
CLL 014	Joint Systems Integrated Support Strategies (JSISS)
CLL 015	Business Case Analysis
CLL 016	Joint Logistics
CLL 017	Introduction to Defense Distribution

* New Modules in FY11

Continuous Learning Modules

Logistics Modules (continued)

- CLL 018 Joint Deployment Distribution Operations Center (JDDOC)*
- CLL 019 Technology Refreshment Planning
- CLL 020 Independent Logistics Assessments
- CLL 022 Title 10 Depot Maintenance Statute Overview
- CLL 023 Title 10 USC 2464 Core Statute Implementation
- CLL 024 Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50)
- CLL 025 Depot Maintenance Inter-Service Support Agreements (DMISA)
- CLL 026 Depot Maintenance Capacity Measurement
- CLL 029 Condition-Based Maintenance Plus (CBM+)
- CLL 030 Reliability-Centered Maintenance (RCM)
- CLL 032 Preventing Counterfeit Parts from Entering the DoD Supply System
- CLL 034 SLAMIS (SSN-LIN Automated Management and Integrating System)
- CLL 054 Joint Task Force Port Opening (JTF-PO)*
- CLL 055 Joint Deployment and Distribution Performance Metrics Framework*
- CLL 057 Level of Repair Analysis – Introduction*
- CLL 058 Level of Repair Analysis – Theory and Principles*
- CLL 119 Technical Refreshment Implementation
- CLL 120 Introduction to the DoD Shelf-Life Program*
- CLL 121 DoD Shelf-Life Program—Acquisition and Procurement*
- CLL 122 DoD Shelf-Life Program—Shelf-Life Extension System (SLES) for Public Users-Internet Part A*
- CLL 123 DoD Shelf-Life Program—SLES for Public Users-Internet Part B*
- CLL 124 DoD Shelf-Life Program—SLES for Admin Users-Internet Part A*
- CLL 125 DoD Shelf-Life Program—SLES for Admin Users-Internet Part B*
- CLL 126 DoD Shelf-Life Program—Integrated Materiel Management*
- CLL 127 DoD Shelf-Life Program—Receiving, Storage, Surveillance and Extension Part 1*
- CLL 128 DoD Shelf-Life Program—Receiving, Storage, Surveillance and Extension Part 2*
- CLL 129 DoD Shelf-Life Program—Requisitions, Issue, and Shipment*
- CLL 130 DoD Shelf-Life Program—Materiel Disposition*
- CLL 201 Diminishing Manufacturing Sources and Material Shortages Fundamentals

- CLL 202 Diminishing Manufacturing Sources and Material Shortages Executive Overview
- CLL 203 Diminishing Manufacturing Sources and Material Shortages Essentials
- CLL 204 Diminishing Manufacturing Sources and Material Shortages Case Studies
- CLL 205 Diminishing Manufacturing Sources and Material Shortages for Technical Professionals
- CLL 206 Parts Management Executive Overview

Acquisition Management and Program Management Modules

- CLM 003 Ethics Training for the AT&L Workforce
- CLM 012 Scheduling
- CLM 013 Work-Breakdown Structure (WBS)
- CLM 014 IPT Management and Leadership
- CLM 016 Cost Estimating
- CLM 017 Risk Management
- CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC)
- CLM 023 Javits-Wagner-O'Day (JWOD) Tutorial
- CLM 024 Contracting Overview
- CLM 025 Commercial-Off-The-Shelf (COTS) Acquisition for Program Managers
- CLM 028 Space Acquisition
- CLM 029 Net-Ready Key Performance Parameter
- CLM 030 Common Supplier Engagement
- CLM 031 Improved Statement of Work
- CLM 032 Evolutionary Acquisition
- CLM 033 DAWIA II
- CLM 034 Science and Technology—Lesson from PMT 352A
- CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A
- CLM 036 Technology Transfer and Export Control Fundamentals
- CLM 037 Physical Inventories
- CLM 038 Corrosion Prevention and Control Overview
- CLM 039 Foundations of Government Property
- CLM 040 Proper Financial Accounting Treatments for Military Equipment
- CLM 041 Capabilities-Based Planning
- CLM 044 Radio Frequency Identification
- CLM 047 Fiscal and Physical Accountability and Management of DoD Equipment
- CLM 048 Audit Readiness Requirements for DoD Equipment

- CLM 049 Procurement Fraud Indicators
- CLM 051 Time Management*
- CLM 101 Analysis of Alternatives (USAF Process)
- CLM 103 Quality Assurance Auditing
- CLM 200 Item-Unique Identification (IUID)
- CLM 500 ADL Implementation for Defense Acquisition Professionals

Requirements Modules

- CLR 030 Environment, Safety and Occupational Health in JCIDS*
- CLR 250 Capabilities-Based Assessment
- CLR 252 Developing Requirements

Standard Procurement System (SPS) Modules

- SPS 100 SPS and Federal Procurement Data System-Next Generation (FPDS-NG) System Administrator
- SPS 101 SPS and FPDS-NG User
- SPS 102 Contracts for Production
- SPS 103 SPS System Administration
- SPS 104 Report Writing
- SPS 105 Adapter Online Support Tool
- SPS 106 Database Maintenance



Harvard Business School Publishing ManageMentor® CL Modules

Business Essentials Modules

- HBS 201 Budgeting
- HBS 202 Business Case Development
- HBS 203 Business Plan Development
- HBS 204 Customer Focus
- HBS 205 Decision Making
- HBS 207 Finance Essentials
- HBS 209 Marketing Essentials
- HBS 210 Process Improvement
- HBS 211 Project Management
- HBS 213 Change Management
- HBS 214 Crisis Management
- HBS 216 Innovation Implementation
- HBS 218 Strategy Execution
- HBS 221 Negotiating
- HBS 225 Performance Measurement
- HBS 226 Innovation and Creativity
- HBS 227 Strategic Thinking
- HBS 228 Leading and Motivating
- HBS 401 Budgeting*
- HBS 402 Business Case Development*
- HBS 403 Business Plan Development*
- HBS 405 Change Management*
- HBS 407 Crisis Management*
- HBS 408 Customer Focus*
- HBS 409 Decision Making*
- HBS 415 Ethics at Work*
- HBS 417 Finance Essentials*
- HBS 421 Innovation and Creativity*
- HBS 422 Innovation and Implementation*
- HBS 424 Leading and Motivating*
- HBS 426 Marketing Essentials*
- HBS 428 Negotiating*
- HBS 431 Performance Measurement*
- HBS 434 Process Improvement*
- HBS 435 Project Management*
- HBS 437 Strategic Thinking*
- HBS 438 Strategy Execution*

* New Modules in FY11

Continuous Learning Modules

Harvard Business School Publishing ManageMentor® CL Modules (continued)

Communication Skills Modules

- HBS 222 Persuading Others
- HBS 223 Presentation Skills
- HBS 224 Writing Skills
- HBS 307 Productive Business Dialogue High Bandwidth*
- HBS 308 Productive Business Dialogue Low Bandwidth*
- HBS 432 Persuading Others*
- HBS 433 Presentation Skills*
- HBS 444 Writing Skills*

Personal Development Modules

- HBS 212 Time Management
- HBS 236 Career Management
- HBS 237 New Manager Transitions
- HBS 238 Stress Management
- HBS 404 Career Management*
- HBS 429 New Manager Transitions*
- HBS 439 Stress Management*
- HBS 442 Time Management*

Working with Teams Modules

- HBS 220 Meeting Management
- HBS 229 Team Leadership
- HBS 239 Team Management
- HBS 240 Virtual Teams
- HBS 303 Leading Teams with Emotional Intelligence
- HBS 306 Leading Teams with Emotional Intelligence (High Bandwidth)
- HBS 418 Global Collaborations*
- HBS 427 Meeting Management*
- HBS 440 Team Leadership*
- HBS 441 Team Management*
- HBS 443 Virtual Teams*

Working with Individuals Modules

- HBS 206 Diversity
- HBS 208 Managing Upward
- HBS 215 Dismissing an Employee
- HBS 217 Laying Off Employees
- HBS 219 Difficult Interactions
- HBS 230 Coaching for Results
- HBS 231 Delegating
- HBS 232 Developing Employees
- HBS 233 Feedback Essentials
- HBS 234 Goal Setting
- HBS 235 Performance Appraisal
- HBS 241 Hiring
- HBS 242 Retaining Employees
- HBS 301 Managing Difficult Conversations
- HBS 302 Negotiating for Results
- HBS 304 Managing Difficult Conversations (High Bandwidth)
- HBS 305 Negotiating for Results (High Bandwidth)
- HBS 406 Coaching*
- HBS 410 Delegating*
- HBS 411 Developing Employees*
- HBS 412 Difficult Interactions*
- HBS 413 Dismissing an Employee*
- HBS 414 Diversity*
- HBS 416 Feedback Essentials*
- HBS 419 Goal Setting*
- HBS 420 Hiring*
- HBS 423 Laying Off Employees*
- HBS 425 Managing Upward*
- HBS 430 Performance Appraisal*
- HBS 436 Retaining Employees*

* New Modules in FY11

DAU Alumni Association

The DAU Alumni Association provides a means for professional growth and continued learning, within the defense acquisition community, and promotes DAU's reputation as a world-class acquisition learning resource. The Alumni Association brings together the best people, ideas, experiences, and skills for improving defense systems acquisition. The Board of Directors is composed of industry and government acquisition professionals.



President	William Bahnmaier	Director at Large	Steven Oxman
VP Operations	Wayne Glass	Associate Board Member	Edgar Bingham
VP Membership	Paul Alfieri	Associate Board Member	Robert Daugherty
VP Symposium	Shaw Cohe	Associate Board Member	Richard Hayes
VP Communications.....	Daniel Somerset	Associate Board Member	Judith Oxman
Secretary	George Linnemeier	DAU Liaison	Joseph Johnson
Treasurer	Mary Redshaw	Army Representative	Scott Greene
Director at Large.....	Chris Feudo	Navy Representative.....	Patrick Morrow
Director at Large.....	Barry Breindel	Air Force Representative	Dan Ward
Director at Large.....	Mike Dorohovich	Marine Representative	Paul Lee
Director at Large.....	Frank Anderson		



Left to Right:
Chris Feudo, Shaw Cohe, Paul Lee, Roy Wood, Wayne Glass, Lenn Vincent, Judith Oxman, Frank Anderson, Mary Redshaw, Scott Greene, Bill Bahnmaier, Joe Johnson, Steve Oxman, Paul Alfieri, Barry Breindel, Mike Dorohovich, Daniel Somerset

Acquisition Community Symposium

On April 12, 2011, DAU hosted the annual Acquisition Community Symposium with the theme "Making Every Dollar Count—Improving Acquisition Outcomes." More than 900 people attended the event, including 300 at remote sites. The symposium provided Service-level and industry perspectives on implementing a new direction in acquisition leadership and management. The conference included acquisition executive and industry panels, and speakers such as the Honorable Christine H. Fox, Director, Cost Assessment and Program Evaluation, who presented "The Analysis of Tough Choices." Shay Assad, Director of Defense Procurement and Acquisition Policy, delivered the keynote address.

David D. Acker "Skill in Communication Award"

Mr. Shay Assad received the DAU Alumni Association's Acker Award for his outstanding leadership in advising



USD(AT&L) on acquisition and procurement strategies for all major weapon systems programs and services acquisitions; for institutionalizing a comprehensive, interactive DAU contracting fundamentals course for all new contracting

officers; for effectively championing the growth and quality of the Defense Acquisition Workforce; and for his tireless dedication in sharing his insights with students and faculty of DAU and at numerous acquisition and procurement conferences.

Conferences

Program Executive Officers’/Systems Command Commanders’ Conference

DAU hosted the 2010 Program Executive Officer/ Systems Command (PEO/SYSCOM) Commanders’ Conference November 2-3, 2010, sponsored by USD(AT&L). The conference theme was “Getting it Right the First Time: Achieving Affordable and Executable Programs.” More than 450 senior acquisition leaders, stakeholders, and program managers from DoD and industry attended to discuss significant acquisition issues and solutions to keep pace with the demands of the warfighter.



Program Managers’ Forums

DAU hosted two Program Managers’ (PM) Forums for major defense acquisition program (MDAP) managers. The first was in conjunction with the PEO/SYSCOM Commanders’ Conference on November 2-3, 2010. Twenty-one MDAP PMs attended the forum and discussed key programmatic issues with Mr. Frank Kendall, Principal Deputy Under Secretary of Defense for Acquisition, Technology and Logistics (PDUSD(AT&L)); Mr. David Ahern, Director for Portfolio Systems Acquisition, USD(AT&L); and a panel of senior subject matter experts. The second forum was held June 1-2, 2011. Twenty-seven major PMs from all Services attended this forum and discussed their top programmatic issues with Mr. Kendall; Ms. Darlene Costello, Principal Director, Portfolio Systems Acquisition; and a panel of senior subject matter experts.



DoD Acquisition Insight Days Conference

On April 26-27, 2011, DAU-Midwest hosted the DoD Acquisition Insight Days Conference, bringing together senior leaders, subject matter experts, and more than 700 participants from DAU and the defense industry. The conference theme focused on “Implementing Acquisition Efficiencies” and the Honorable Ashton Carter, then Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)), delivered the keynote address.



South Region Alumni Association's 7th Annual Conference and Expo

On February 22-23, 2011, DAU, in partnership with USD(AT&L), Assistant Secretary of the Army (Acquisition, Logistics and Technology), Army Materiel Command, and U.S. Army Aviation and Missile Command, hosted a conference titled "Navigating Acquisition through a Changing Environment—Practical Approaches for the Defense Community." The conference focused on the recent efficiency initiatives by the Secretary of Defense to reduce overhead, duplication, and excess within DoD. Keynote speakers included: LTG William Phillips, Principal Military Deputy to the Assistant Secretary of the Army (Acquisition, Logistics and Technology), and Director of Acquisition Career Management; and LTG James Pillsbury, Deputy Commanding General of the Army Materiel Command.



DAU presented at the following conferences in FY11:

November 2010

- Corporate University Week Conference
- Council on Occupational Education (COE) Annual Meeting
- Army Knowledge Conference

December 2010

- National Technical Information Service (NTIS) Conference

January 2011

- World Bank Symposium

March 2011

- Enterprise Learning! Summit
- Knowledge Advisors Conference
- CLO Spring Conference

June 2011

- DAU/GMU Innovations Conference
- IDEAA Conference

July 2011

- COE Summer Conference

August 2011

- eLearning & Serious Games Conference

September 2011

- CLO Fall Conference

**Delivering
Best Value**

Mission Assistance



By extending services beyond the classroom and into the workplace, DAU helps acquisition field organizations improve mission performance. Through consulting, targeted training, and rapid deployment training, DAU's faculty help resolve program, technical, and business issues and provide best value exactly where the organizations need the help—in the workplace.

FY11 Mission Assistance Accomplishments

- Conducted 12 Requirements Overview Executive Workshops (REOW)
- Conducted 22 Defense Acquisition Executive Overview Workshops
- Engaged with numerous major defense acquisition programs at critical points in their life cycles, to include: program startup workshops, program advisory roles, program assessments for milestone reviews, compliance reviews, and smart shutdown workshops
- Graduated 24 from Senior Service College Fellowship: eight from Aberdeen Proving Ground, MD; 10 from Huntsville, AL, and six from Sterling Heights, MI
- Conducted 21 Service Acquisition Workshops
- Provided Conclave Acquisition Simulation Workshops to major defense acquisition programs
- Taught more than 80 Contracting Officer's Representative (COR) courses

*257 consulting events with
61,285 contact hours*

*375 targeted training
events with 559,032
contact hours*

*4 rapid deployment events
with 4,239 contact hours*

Mission Assistance

Requirements Overview Executive Workshop

DAU conducted 12 Requirements Overview Executive Workshops (REOWs) during FY11 for 36 general officers, flag officers, and members of the Senior Executive Service (SES). These 1-day training courses support the certification requirements of Section 801 of the National Defense Authorization Act for Fiscal Year 2007. Topics covered in each workshop included: the purpose and intent of the certification requirement; the role of the requirements manager; "Big A" Acquisition; the Joint Capabilities Integration Development System; rapid response situations; the Defense Acquisition Management System; key interactions between requirements and acquisition functions (science, technology, system engineering, test, evaluation, and logistics); and the Planning, Programming, Budgeting, and Execution system. The most notable REOW was conducted by DAU and the Joint Staff, J-8 in June for ADM James A. Winnefeld Jr., then Commander, North American Aerospace



Defense Command and Commander, United States Northern Command, currently Vice Chairman of the Joint Chiefs of Staff. Other REOW participants included:

- BG Gregg C. Potter, Commander, U.S. Army Intelligence Center of Excellence
- Brig. Gen. Everett H. Thomas, Vice Commander, Air Force Global Strike Command
- Maj. Gen. Timothy Hanifen, Director Expeditionary Warfare Division (N85)
- RDML Frank Morneau, Deputy Director for Expeditionary Warfare Division (N85B)
- BG Patrick J. Donahue II, Director Concept Development and Learning, Army Capabilities Integration Center
- Mr. Gary L. Dunow, Deputy Director of the Expeditionary Operations, Office of the Director of Military Support, National Geospatial-Intelligence Agency
- Brig. Gen. Samuel A. Greaves, Director of Plans, Programs and Analyses, Headquarters Air Force Space Command
- Brig. Gen. David D. Thompson, Director of Air, Space and Cyberspace Operations, Air Force Space Command
- Maj. Gen. Noel Jones, Director Operational Capability Requirements and Deputy Chief of Staff for Operations, Plans and Requirements, Headquarters U.S. Air Force
- Brig. Gen. Martin Whelan, Deputy Associate Director, Operations Enterprise and Director, Operations and Nuclear Support, Defense Threat Reduction Agency
- Mr. Michael Knollmann, Director, Joint Operations Support, Office of the Secretary of Defense
- Brig. Gen. Richard Stapp, Deputy Director for Requirements Joint Staff
- MG David Quantock, Commanding General, U.S. Army Maneuver Support Center of Excellence

Defense Acquisition Executive Overview Workshop

During FY11, DAU conducted 22 Defense Acquisition Executive Overview Workshops (DAEOWs) for 40 general and flag officers, Senior Executive Service civilians, and political appointees, as well as 195 senior direct reports, personal and professional



staff members of Congress, and executives from other government agencies. DAEOWs provide introductory and refresher training for personnel in senior positions who have little or no systems acquisition experience and whose current or next assignment requires interfacing with the acquisition community.

The course is tailored to the needs of the participant and is conducted on demand. Topics include: requirements and capabilities planning; Programming, Budgeting, and Execution System; Joint Capabilities Integration and Development System; rapid acquisition; contract types and undefinitized contract actions; pre-milestone review process; product support manager overview; and performance-based logistics. Participants included:

- RADM Joseph A. Horn, Jr., Program Executive, Aegis Ballistic Missile Defense
- Maj. Gen. Joseph D. Brown IV, Commandant of the Industrial College of the Armed Forces, National Defense University
- Maj. Gen. Ed Bolton, Director, Cyber and Space Operations, Directorate of Operations, Deputy Chief of Staff for Operations, Plans and Requirements U.S. Air Force
- Dr. Myra Gray, Executive Director, Strategy and Concepts (G-5) Army Materiel Command
- Mr. Charles Carpenter, Director, Requirements, Analysis and Resources for North American Aerospace Defense Command and U.S. Northern Command
- BG Paul Ostrowski, Deputy Assistant Secretary of the Army for Acquisition, Logistics and Technology

Support to the Global Hawk Program Office

Throughout FY11, DAU provided support to the U.S. Air Force's ACAT 1D Global Hawk Program Office. On November 1-2, 2010, DAU provided a 2-day workshop in which DAU faculty analyzed actual Global Hawk documentation that was to be reviewed during their Integrated Baseline Review (IBR) later that same week. On February 24-25, 2011, DAU provided an IBR Workshop to prepare the Global Hawk team for their upcoming Ground Station Re-Architecture



IBR with their prime contractor. Topics covered in the workshop helped maximize the benefits of the IBR and increased the potential for programmatic success. On November 23, 2010, DAU provided Earned Value Management training to approximately 40 people in the Global Hawk program office. After the training sessions, three teams met for additional consulting: the Low Rate Initial Production Lot 7 Team, the Engineering and Manufacturing Team, and the Ground System Re-architecture Team.

Mission Assistance

PMA 208 Milestone B Acquisition Program Transition Workshop

DAU delivered the PMA 208 Sub-sonic Aerial Target Program Transition Workshop on March 23-24, 2011. This effort included two team-building exercises, as well as the standard approach for establishing IPT run-rules, and a baseline for a team charter and communications plan. The Acquisition Program Transition Workshop revolved around several recurring themes, including maturity of the system technology and the experience of the team; funding, schedule, processes, and availability of data; and the need to take ownership at every level of the program. These workshops have been a mainstay for several years, given the importance of quickly establishing effective working relationships between government and industry program offices.

Army Corps of Engineers Forward Engineering Support Team Training

Building on past training, DAU provided the U.S. Army Corps of Engineers (USACE) with four rapid deployment training sessions for specialized engineering teams deploying into Iraq and Afghanistan. DAU developed an 8-hour Contingency Contracting training program for USACE to incorporate into its 10-day deployment training course and a 40-hour Contracting Officer Representative targeted training course as part of the USACE's Forward Engineering Support Team's (FEST) training. The FEST training consists of training two different FEST teams—Advanced (FEST-A), and Main (FEST-M). These teams are designed to provide immediate technical engineering support to the warfighter or in a disaster area. Their work currently includes support for rebuilding Iraq, establishing Afghanistan infrastructure, and supporting international and interagency services.



Specialty Engineering Education and Training Program

In 2011, DAU successfully developed and implemented the pilot of the Specialty Engineering Education and Training (SE2T) Program. The SE2T program conducted the first class offering on August 15, 2011. Eight students from the U.S. Army Aviation and Missile Research, Development and Engineering Center (AMRDEC) and the Logistics Support Activity (LOGSA) comprised the first student body of the SE2T Program. The core curriculum consists of 12 technically challenging academic courses of instruction patterned after the Specialty Engineering courses designed to satisfy training and education requirements for students. The course teaching format included a combination of resident classroom, distance learning via TelePresence, and online instruction.



Air Force KC-46 Airborne Tanker Program Startup Workshop

On April 11-15, 2011, DAU led the Air Force KC-46 Airborne Tanker Program Startup Workshop. DAU staff facilitated the event, which was attended by about 100 people from the government program office, the prime contractor, and other key stakeholder organizations. The agenda included Integrated Product Team breakout sessions with emphasis on communication plans, rules of engagement, process establishment, and integrated product team alignment for program execution. DAU also joined a team of personnel from the KC-46 System Program Office, Headquarters Air Force



Office of Lessons Learned, and Air Force Materiel Command Lessons Learned Office to conduct interviews with individuals involved in the KC-46 Request for Proposal Development and Source Selection that took place from

June 2008 through February 2011. The outcome was a thorough and complete lessons learned report covering the initial findings from the interviews.

Acquisition Management and Contract Course for the Iraqi Ministry of Interior

DAU professors completed a 2-week course on acquisition management for members of U.S. Central Command and the Iraqi Ministry of the Interior (MOI) in November 2010. During the first week, DAU professors covered acquisition management, the importance of Integrated Product Teams, and an overview of contracting and logistics. The second week of training provided students with a solid grounding in contract administration, types, and modifications; and basics of test and evaluation. The course also facilitated discussions on ethics. Numerous VIPs were present at the graduation ceremony including: Maj. Gen. Hazem (Iraq MOI), Maj. Gen. Jasim (Iraq MOI), Maj. Gen. Abu Bakir (Ministry of Peshmurga Affairs), Maj. Gen. Ismail (Kurdistan MOI), and Lt. Col. Jody Ogea (Iraq Training and Advisory Mission MOI, Combined Operation Station Erbil).

Afghan National Police and National Security Forces Training

On June 20-24, 2011, DAU conducted a 5-day Intermediate Production, Quality and Manufacturing (PQM 201) course for five senior officers of the Afghan National Police (ANP). The ANP officers received instruction and completed exercises relating to integrated manufacturing planning documentation; design for manufacturability and assembly; lean manufacturing/lean enterprise; continuous process improvement and analytical tools; use of Six Sigma and design of experiments in a manufacturing arena; quality management systems, supply chain management, production management and oversight; and cost estimating. The class was visited by RDML Bob Gilbeau, Deputy Director for Defense Contract Management Agency (DCMA) International Programs, who praised the initiative as a superb example of Afghanistan's efforts to assume greater responsibility for its own future defense program. DAU staff also successfully developed and completed a Requirements Development Training Seminar and a 2-day workshop for the Afghanistan National Police.



Mission Assistance

Ground Control Segment Program Office Support

The Global Positioning System (GPS) Ground Control Segment Program Office sustainment office solicited DAU's help in evaluating their acquisition strategy designed to increase their competitive edge in an upcoming project bid. DAU's contributions included evaluating and coaching program office personnel on their plans and processes during development of their overall acquisition strategy. Since its inception, the GPS program has been a huge success story for the Department of Defense, and is now accessible to an unlimited number of global military, civilian, and commercial interests. This makes the improvement of the means of acquiring services and components especially valuable to the continued success of the system.



Joint High Velocity Ship Value Stream Mapping Workshop

On January 11-12, 2011, DAU facilitated a Value Stream Mapping workshop for the Joint High Velocity Ship (JHVS) Program Management Office (PMO). The workshop focused on the current change management process and the development of current and future value stream maps. This enabled the PMO to consider changes to their processes and potentially reduce 100 days of cycle time.

Senior Service College Fellowship

DAU graduated 24 students from the Senior Service College Fellowship (SSCF) program—eight from Aberdeen Proving Ground, Aberdeen, MD; 10 from Huntsville, AL; and six from Sterling Heights, MI. The 10-month fellowship is designed to provide leadership and acquisition training to prepare senior-level civilians for senior leadership roles such as Product and Project Managers, Program Executive Officers and other key acquisition leadership positions. The 2011 class of fellows engaged in a wide variety of training and experiential exercises including:

- PMT 401 Program Manager's course
- Mount Everest Team Leadership Simulation, a collaborative Web-based simulation in which student-led teams of five members analyze situations and available data as they make collective decisions on a virtual ascent to the summit of Mount Everest
- Visits to key defense organizations and contractors

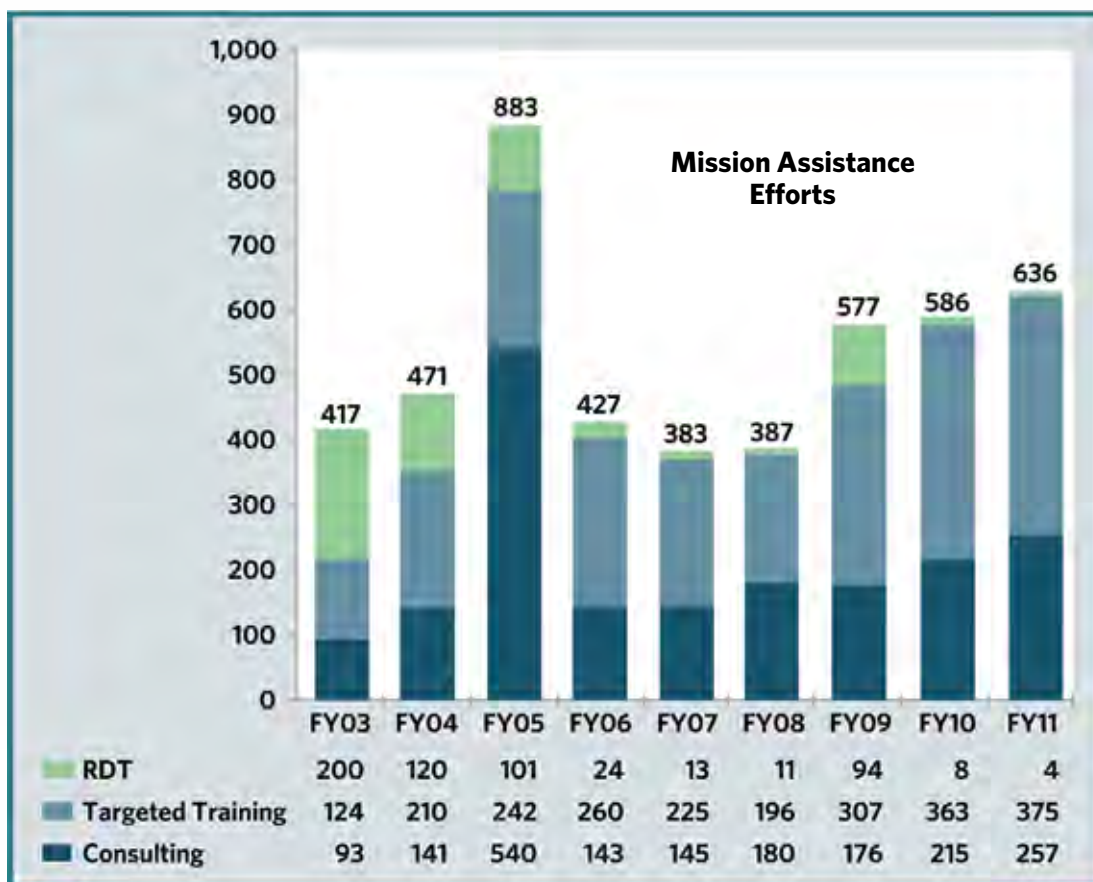
With the completion of the SSCF Program, the Fellows returned to more challenging positions in their sponsoring organizations or have accepted positions of greater responsibility in new units.

Naval Special Warfare Command Contracting Organization Support

At the request of Naval Special Warfare Command, DAU led an intensive 4-month evaluation of organizational structures, process flows, policy generation and statutory/regulatory compliance associated with its key acquisition processes. During this effort, DAU analyzed 632 surveys, 60 staff interviews and procurement management reviews, and produced an implementation plan that addressed evaluation metrics, staffing realignments, best practices, training and time-phasing.

Aircraft Survivability Equipment Training

DAU conducted a series of sessions on Earned Value Management for the Aircraft Survivability Equipment (ASE) Program Office. Sessions addressed practical application of earned value techniques to analyze the current status of a program, using data from the Contract Performance Report and the Integrated Master Schedule. Participants also were shown how to use earned value techniques to analyze program trends, forecast a program's status at the end of a contract, and conduct an Integrated Baseline Review. ASE has three Acquisition Category (ACAT) I programs and three ACAT III programs.



Delivering
Best Value

Knowledge Sharing



DAU's AT&L Knowledge Management System delivers best value to the workforce by providing one online location for the workforce to access the latest policies, directives, and instructions. The system also connects acquisition professionals from government organizations, industry, and academia by hosting interactive forums to share knowledge and best practices.

FY11 Knowledge Sharing Accomplishments

- Launched Better Buying Power Gateway on the Defense Acquisition Portal (DAP)
- Launched Better Buying Power Special Interest Area in the Acquisition Community Connection (ACC)
- Developed the Automated Requirements Roadmap Tool
- Deployed an electronic Web-based version of the Contract Pricing Reference Guides
- Created the DAU Facebook page and flickr™ site to increase communications with members of the defense acquisition community
- Updated and enhanced the capabilities of the Web-based DoD Integrated Life Cycle chart and the DAU Glossary of Defense Acquisition Acronyms and Terms
- Developed the Milestone Document Identification tool
- Deployed a new “Product Support Policy, Guidance and Tools” Web site to provide access to a variety of key product support resources and references

933,596 DAP contact hours

720,074 ACC contact hours

129,166 ACC registered users

77,321 ACC knowledge contributions

Knowledge Sharing

Facebook and flickr™



DAU launched its official social media presence to strategically reach and increase communications with members of the Defense Acquisition Workforce. Facebook became the first platform due to its massive scope, leading to more than 1,000 followers of the official DAU Facebook page. The DAU Facebook page is registered with the DoD Social Media Hub, which collects and organizes all service and field activities' social media sites and resources. Social networking possesses several benefits. Facebook members are able to quickly see what is going on at DAU, and DAU is able to see what is on the minds of its customers and provide direct feedback to them. DAU leadership also decided to



expand the use of social media by starting a flickr™ group as an additional outreach tool. Each year, DAU hosts countless

courses, provides mission assistance to a variety of customers, and runs numerous conferences. With flickr™, DAU can upload the best photos from our classes and events, and share them with its customers at any time.



New Performance Learning Tools

DAU launched three new tools to help the Defense Acquisition Workforce perform more efficiently:

1. Version 5.4 of the DoD Integrated Life Cycle chart ("wall chart") features a powerful zoom that makes detailed chart elements clearly readable, and a convenient visual search that lets readers locate acquisition terms on the chart itself.
2. The new Milestone Document Identification (MDID) tool facilitates viewing and filtering a list of documents prescribed by DoDI 5000.02 for programs at specific milestones, and for specific Acquisition Category (ACAT) levels.

3. The updated DAU Glossary of Defense Acquisition Acronyms and Terms features a streamlined new interface and powerful features that allow users to:

- Search the Glossary quickly for a term or acronym
- Access continually updated glossary entries vetted by DAU professors
- Filter the list to view only acronyms or terms, or both at once
- Follow direct links to related terms
- Bookmark and link to specific Glossary entries



Product Support Policy, Guidance and Tools

DAU deployed a new “Product Support Policy, Guidance and Tools” Web site at acc.dau.mil/productsupport that allows Defense Acquisition Workforce members to quickly access a variety of key product support resources and references. The site also provides a repository for products and deliverables being developed by the team implementing recommendations from the November 2009 DoD Weapon System Acquisition Reform (WSAR): Product Support Assessment Report. The site is comprised of statutory requirements, policy, and guidance documents to enable the life cycle logistician, the product support manager, and other members of the Defense Acquisition Workforce to develop and implement effective and efficient product support strategies that optimize readiness, availability and life-cycle cost outcomes to the warfighter.



Workforce Technology Survey

DAU began a 3-year survey of the acquisition workforce to better understand current and emerging attitudes toward technology and how it can be used to help meet DAU’s mission more effectively and efficiently. The survey asked 15,000 people to respond to about 30 questions and achieved a response rate that provided a 95 percent confidence in the results. The information gained from the survey will guide development of new DAU products and services. For example, the survey showed about 48 percent of the workforce used smartphones and that respondents did not want to access DAU mobile content unless they had a smartphone. Additional iterations of the survey will reveal trends that will allow DAU to better and more efficiently target technology-enabled solutions.

DAU Mobile Portal

DAU deployed an initial mobile-friendly interface to dau.mil in September to enhance students’ ability to learn on the go. Mobile options are yet another way for DAU to deliver information and learning assets to the Defense Acquisition Workforce. DAU Mobile works with all three major mobile platforms (Apple’s iOS, Google’s Android, and Research in Motion’s Blackberry). Users can access DAU mobile via smartphone or tablet by typing www.dau.mil in their browser or by scanning the QR code found on DAU publications. It is connected to popular material and includes access to acquisition news from

the DAP, job support and tools, social media, as well as links to “About DAU.” Work on phase II of the mobile portal will continue in FY12 and include access to the iCatalog, campus maps, certification standards, *Defense AT&L* magazine, and the ability to register for a course.



Online Communities

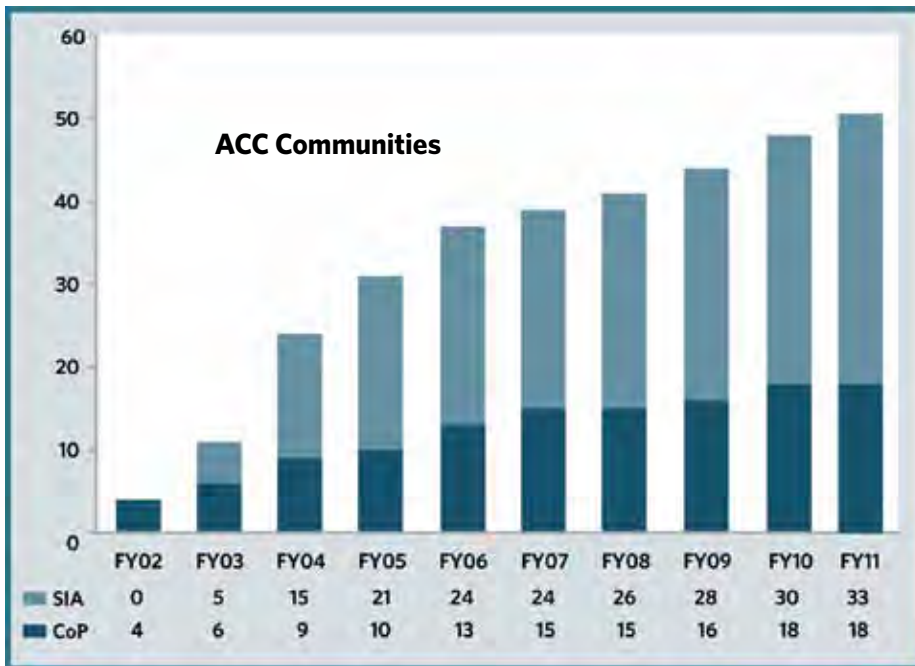
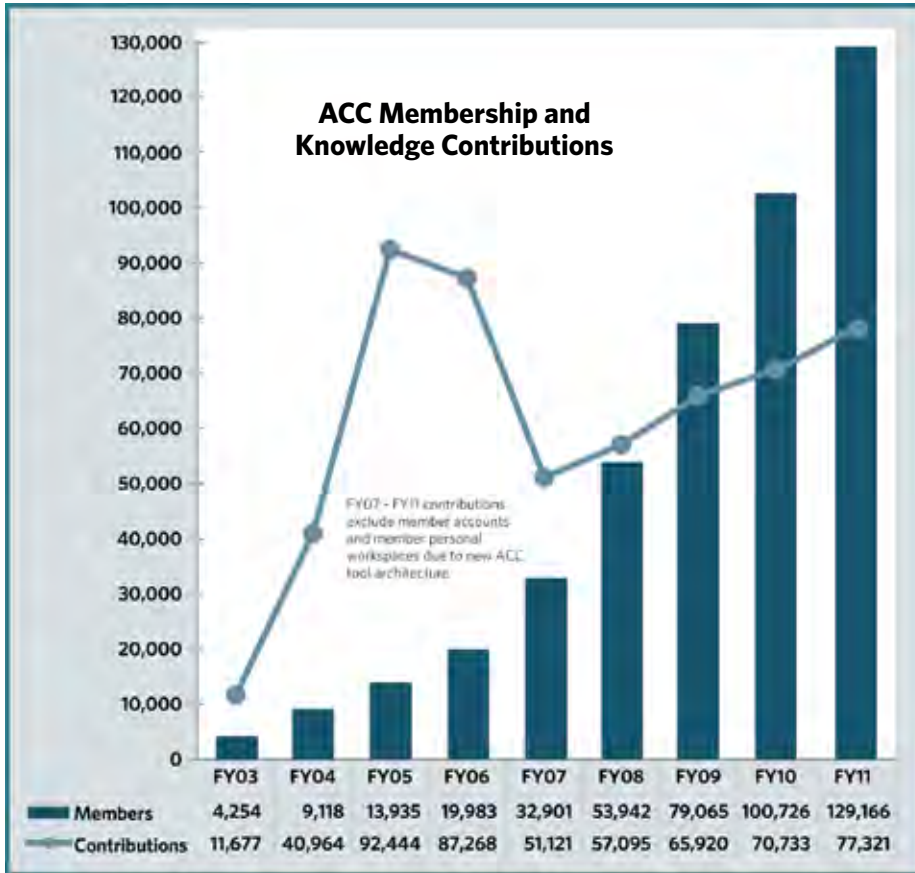
Special Interest Areas

- A-76, Competitive Sourcing Process
- Acquisition Center of Excellence (ACE) for Services
- Acquisition Law
- Alternative Dispute Resolution
- Better Buying Power
- Business
- Contract Cost, Price, and Finance
- Contracting Officer's Representative (COR)
- Contractors Accompanying the Force
- Cost Estimating
- Critical Item Management
- DAU Center for Defense Acquisition Research
- Department of Homeland Security Acquisition Policy
- DoD Packaging, Handling, Storage, and Transportation (PHS&T)
- Emergency Acquisition
- Environment, Safety, and Occupational Health (ESOH)
- Federally Funded Research and Development Centers and University Affiliated Research Centers
- Financial Management
- Government Property
- Instructional Systems Design
- Item-Unique Identification
- Joint Interoperability
- Joint Rapid Acquisition
- Naval Open Architecture and DoD Open Systems Architecture
- Operations Research/Systems Analysis
- Reliability, Availability, and Maintainability
- Smart Shutdown Performance Support
- Software Acquisition Management
- Spectrum and E3 Compliance
- Strategic Sourcing
- Termination
- Test and Evaluation
- Test Resources Management Center—
Test and Evaluation/Science and Technology Program (TRMC-T&E/S&T)

Communities of Practice

- Ammunition Forum
- Contingency Contracting
- Contracting
- Data Management
- DoD Wireless
- Earned Value Management
- Facilities Engineering
- Information Technology
- International Acquisition Management
- Life Cycle Logistics
- Production, Quality, and Manufacturing
- Program Management
- Requirements Management
- Risk Management
- Science and Technology Management
- Small Business
- Space Acquisition
- Systems Engineering





Applied Research

The fundamental purpose of the DAU research program is to improve acquisition processes and its management by analyzing defense acquisition policy. The result of the applied research program impacts DoD acquisition policy, process, education, management, and functional areas.

2011 Hirsch Research Paper Competition Winners

The theme for the 2011 Hirsch Research Paper competition, sponsored by the DAU Alumni Association, was “Making Every Dollar Count—Improving Acquisition Outcomes.” The winners of this year’s awards were defense industry, government, and academic competitors, who have made significant contributions to DoD’s understanding of how defense acquisition can become more effective and more efficient.

First Place: Ivar Oswald, (VisiTech, Ltd.) and his colleagues for their paper, “Calculating Return on Investment for U.S. Department of Defense Modeling and Simulation,” which describes how modeling and simulation expenditures can be evaluated from an enterprise-wide point of view.

Second Place: Steven Stuban, National Geospatial-Intelligence Agency, and his co-authors for their article, “Employing Risk Management to Control Military Construction Costs,” which demonstrates how a formal risk management program was effective in controlling project cost growth.

Third Place (tie): Steven Maser and Fred Thompson, Willamette University, for “Mitigating Spirals of Conflict in DoD Source Selections,” which explains how improved communications can mitigate costly bid protests that often plague government contracts; and Jim Whitehead and colleagues, National Geospatial-Intelligence Agency, for “Maximizing Federal IT Dollars: A Connection between IT Investments and Organizational Performance,” which highlights the fact that organizations investing more in IT innovation often outperform those in which innovation plays a lesser role in their investment portfolio.

DAU Center for Defense Acquisition Research Web Site

The new Web site for the DAU Center for Defense Acquisition Research (www.dau.mil/research) went live in 2011. The site serves as a focal point for the entire defense acquisition enterprise. It showcases research published under the flagship *Defense Acquisition Research Journal*, as well as research published by our partner organizations in the defense acquisition community. A new section, the Defense Acquisition Professional Reading List, provides reviews of books intended to enrich the knowledge and understanding of the acquisition professional. The Web site also spotlights upcoming research events and symposia, and provides links to resources for carrying out research in defense acquisition.



Articles Published by DAU Faculty

Defense Acquisition Review Journal

"The P-51 Mustang: A Case Study in Defense Acquisition," by Alan Haggerty and Roy Wood, Ph.D.

"Creating and Sustaining an Effective Government-Defense Industry Partnership," by Steve Mills, Scott Fouse, and Allen Green

Defense AT&L Magazine

"Becoming an Executive Coach," by Lois Harper

"WSARA One Year Later," by William R. Fast

"Commercial Acquisition Demystified—How Commercial Satellite Acquisition Conforms to FAR Part 12," by Eric K. Spittle, Brian P. Brodfuehrer, Michael J. Giomi, and John Krieger

"Reusable Services—Applying Industry Models to DoD Acquisitions," by Venkat Rao

"The Four Questions—A Structured Brainstorming Approach," by David M. Riel

"Developing Key Leaders to Manage Complex Programs," by Roy Wood, Ph.D., and Patrick Barker

"Learning Organizations—HCI Accelerators," by Donna J. Seligman

"Afghan First—Building a Stable Economy through Strategic Acquisition," by Maj. Darren W. Rhyne, USAF

"Burnside's Bridge and Lessons Learned for Program Management," by Joe Moschler and Jim Weitzner

"Need Finds Opportunity—21st Century COTS Solution Promises to Improve the Student Experience and Address a Strategic Need," by Ron Vassallo

"The Misperception of Contingency Contracting," by Louis Tutt III and Darlene M. Urquhart

"Program Complexity—Can We Understand It? Can We Overcome It?," by Stephen Hayes, Daniel Kopunic, and Roy Wood, Ph.D.

"Acquisition of Services: A Standard Process," by Dennis Beers

"Essential Ingredients for Optimizing System Readiness, Availability, and Life Cycle Costs," by Bill Kobren

"Shaping the Way Ahead—Army Biometrics WIPT Kickoff," by Nicole Daniel, Kevin Trissell, and Richard Hansen

"Eight Battle-tested Survival Tactics for the New, Entry-Level DoD Program Manager," by Brian E. Schultz

"Improving Services Acquisition Tradecraft—Services Acquisition Is Not for Amateurs," by Peter Czech and John Mueller

"How Acquisition Training Has Changed Since We Were Certified," by Wes Gleason and Steve Minnich

"Buy Afghan, By Afghans, For Afghans: The ANSF Boot Acquisition Success Story," by Maj. Darren W. Rhyne, USAF

"Systems Engineering: the Affordability Secret Weapon," by Mike Holbert

"Should Cost Management: Why? How?," by Under Secretary of Defense (AT&L) Ashton B. Carter, Ph.D., and John Mueller

"Requirements in the Affordability Crosshairs," by Jack D. Mohney

"Pay Me a Little Now or a Lot Later—Test and Evaluation Concepts to Assist in Managing Affordable Weapon Systems Programs," by Mike Bohn

"Better Metrics for Better Communication as a Foundation for Better Program Buying Power—Dialogue Between Program Oversight and Program Execution Organizations," by Brian Brodfuehrer

"Tech Data, Please," by David L. Gallop

"Manufacturing Affordability," by S.L. "Dusty" Schilling, Gordon Hagewood, Harry Snodgrass, and Peter Czech

"Sound Cost Estimating: A Pre-Requisite to Ascertaining Affordability of DoD Programs," by Mark Husband, Ph.D.

"Supportability as an Affordability Enabler: A Critical Fourth Element of Acquisition Success Across the System Life Cycle," by Bill Kobren

"Been There, Done That. Got the T-Shirt, Mug, and Hat," by John Krieger, John Pritchard, and Stephen Spoutz

"International Programs Contribute to Affordability," by Craig J. Mallory

**Delivering
Best Value**

Partnerships



The DAU Strategic Partnership program has been delivering best value for the Defense Acquisition Workforce since its inception. Through relationships with other government agencies, academic institutions, industry, and professional organizations, DAU is able to leverage training resources and tap into outside expertise for developing learning assets.

FY11 Strategic Partnership Accomplishments

- Signed partnerships with the following colleges and universities
 - Athens State University, Athens, AL
 - Macon State College, Macon, GA; Robins Air Force Base, GA; Aerospace Industry Committee (AIC), Warner Robins, GA
 - Regent University, Virginia Beach, VA
 - University of West Florida, Pensacola, FL
- Signed partnership with the Institute for Defense and Business, Chapel Hill, NC

*174 strategic partners
5 new partnerships*

Partnerships

Strategic Partnerships

Regent University

Regent University and DAU signed a strategic partnership on March 22, 2011, to provide advanced standing for graduates of the DAU Program Manager's Course who enroll in Regent's Master's in Organizational Leadership or Master's in Government (Public Administration) programs. Various other DAU courses also will transfer for credit toward Regent graduate and undergraduate courses. Dr. Bruce Winston, Dean of the School of Global Leadership and Entrepreneurship (GLE), represented Regent at the signing.

"Regent University's School of Global Leadership is pleased to participate with DAU in this partnership," he said. "Regent gains qualified students and



future graduates. DAU gains access to an additional education institution that adds a rich and diverse set of opportunities for their students. This is an example of how two great institutions, working together, create a whole stronger than the sum of the parts," Dr. Winston continued. This partnership allows DAU to expand the number of colleges and universities that provide outstanding learning opportunities for the acquisition workforce. It specifically enables workforce members to achieve their educational goals with a military-friendly university and helps them meet their Defense Acquisition Workforce Improvement Act certification requirements.

Athens State University

Athens State University and DAU entered into a strategic partnership on September 14, 2011. The agreement put in place a program designed to streamline the employee training process and provide a seamless transition from school desk to work desk.

Macon State University—Robins AFB—Aerospace Industry Committee

On June 20, 2011, DAU, Macon State College (MSC), Robins Air Force Base (RAFB), and Aerospace Industry Committee (AIC) entered into a strategic partnership. This new relationship will allow employees of RAFB who already work in program management and MSC students working on a Business and Information Technology degree with a major track in Management, Marketing, or General Business to choose a Program Management concentration.

University of West Florida

In July 2011, DAU signed a strategic partnership agreement with the University of West Florida, creating opportunities for Defense Acquisition Workforce members to further their education and apply DAU course credits toward a Master's of Science Degree in Administration (Acquisition and Contract Administration).

Institute for Defense and Business

On June 15, 2011, DAU and the Institute for Defense and Business signed a partnership agreement to collaborate on DoD weapon system product support and life cycle management, training, education, research and curriculum development.



International Engagements

International Defense Educational and Acquisition Arrangement

DAU President Mrs. McFarland represented DAU at the 22nd International Defense Educational and Acquisition Arrangement (IDEAA) Seminar on May 23-27, 2011. The seminar hosted attendees from the



seven sponsoring nations who are actively engaged in international defense acquisition and training programs. This year's theme was "Strategies, Structures and Technologies for the Future of Mission Oriented Armed Forces," which provided an energetic forum to discuss current acquisition and training issues in a collaborative, teaming environment.

India-U.S. Joint Technical Group Meeting

DAU participated in the India-U.S. Joint Technical Group meeting co-chaired by Dr. W. Selvamurthy, Chief Controller Research and Development for the Indian Defence Research and Development Organisation and Mr. Al Volkman, Director, AT&L International Cooperation. The meeting was held March 25, 2011, with a wide variety of U.S. and Indian attendees reviewing present and future collaborative efforts between the two governments. DAU gave a well-received presentation on mission and capabilities that opened the door for future collaborative opportunities.

Japan Ministry of Defense Director General for Acquisition Reform

On March 7, 2011, DAU participated in OSD(AT&L) International Cooperation-organized discussions with Mr. Hideo Suzuki, the Japan Director General for Acquisition Reform. Mr. Suzuki has several initiatives underway based on 2010 passage of a new Japanese law that requires the Ministry of Defense (MoD) to work more closely with Japanese industry. One specific interest for Japan is applying lessons learned from performance-based logistics contracts by other governments. DAU gave the command presentation emphasizing the Performance Learning Model in support of the U.S. acquisition workforce, and then focused the training course part of the brief on logistics and performance-based logistics offerings. DAU also discussed methods that Japan could use to have some of its workforce take DAU courses. Mr. Suzuki said the Japan MoD was interested in having its people trained using a model like DAU.



Partners

Colleges and Universities

Alabama A&M University, Huntsville, AL
Alliant International University, San Diego, CA
American Graduate University, Covina, CA
Athens State University, Athens, AL*
Averett University, Danville, VA
Baker College, Flint, MI
Bellevue University, Bellevue, NE
Bethune-Cookman College, Daytona Beach, FL
Bisk Education, Tampa, FL
Boston University, Boston, MA
Capella University, Minneapolis, MN
Catholic University of America, Washington, DC
Central Michigan University, Mount Pleasant, MI
Central State University, Wilberforce, OH
Clark State Community College, Springfield, OH
Cleary University, Howell, MI
Columbia Southern University, Orange Beach, AL
Davenport University, Grand Rapids, MI
DeVry University, McLean, VA
Duke University, Durham, NC
Eastern Iowa Community College District, Davenport, IA
Eastern Michigan University, Ypsilanti, MI
Embry-Riddle Aeronautical University, Daytona Beach, FL
Empire State College, Saratoga Springs, NY
Excelsior College, Albany, NY
Florida Atlantic University, Boca Raton, FL
Florida State College at Jacksonville, Jacksonville, FL
Florida Institute of Technology, Melbourne, FL
George Mason University, Fairfax, VA
Georgetown University, Washington, DC
George Washington University, Washington, DC
Georgia Institute of Technology, Atlanta, GA
Grambling State University, Grambling, LA
Grantham University, Kansas City, MO
Hampton University, Hampton, VA
Historically Black Colleges and Universities/Minority Institutions
Research Alliance, Daytona Beach, FL
Howard University, Washington, DC
Indiana Wesleyan University, Marion, IN
J.F. Drake State Technical College, Huntsville, AL
Jacksonville State University, Jacksonville, AL
Kaplan University, New York, NY
Kellogg Community College, Battle Creek, MI
Kentucky State University, Frankfort, KY
Lawrence Technological University, Southfield, MI
Macomb Community College, Warren, MI
Macon State College, Macon, GA
Macon State College, Macon, GA; Robins Air Force Base, GA; and
Aerospace Industry Committee (AIC), Warner Robins, GA*
Massachusetts Institute of Technology, Cambridge, MA
Missouri University of Science and Technology, Rolla, MO
Mott Community College, Flint, MI
National-Louis University, McLean, VA
Northern Virginia Community College, Alexandria, VA
Oakwood College, Huntsville, AL
Oakland University, Rochester, MI
Old Dominion University, Norfolk, VA
Park University, Parkville, MO
Pennsylvania State University, University Park, PA
Regent University, Virginia Beach, VA*
Sinclair Community College, Dayton, OH
Southern Methodist University, Dallas, TX
St. Ambrose University, Davenport, IA
Stanford University, Stanford, CA
Stevens-Henager College, Ogden, UT
Stevens Institute of Technology, Hoboken, NJ
Strayer University, Woodbridge, VA
Thunderbird School of Global Management, Glendale, AZ
TUI University, Cypress, CA
Tulane University, New Orleans, LA
Tuskegee University, Tuskegee, AL
U.S. Air Force Academy, Colorado Springs, CO
University of Alabama–Huntsville, Huntsville, AL
University of Alaska–Anchorage, Anchorage, AK
University of California–Irvine, Irvine, CA
University of California–Los Angeles, Los Angeles, CA
University of Dayton, Dayton, OH
University of Kentucky, Lexington, KY
University of Management and Technology, Arlington, VA
University of Mary Washington, Fredericksburg, VA
University of Maryland University College, Adelphi, MD
University of Michigan–Dearborn, Dearborn, MI
University of New Mexico, Albuquerque, NM
University of Notre Dame, Notre Dame, IN
University of Phoenix, Phoenix, AZ
University of Tennessee–Knoxville, Knoxville, TN
University of San Francisco, San Francisco, CA
University of Virginia–Northern Virginia Center, Falls Church, VA
University of West Florida, Pensacola, FL*
Villanova University, Villanova, PA
Webster University, St. Louis, MO
Western Illinois University, Macomb, IL
Wilberforce University, Wilberforce, OH
Wisconsin-Academic Advanced Distributed Learning (ADL)
Co-Laboratory, Madison, WI
Wright State University, Dayton, OH

Government

Academic Advanced Distributed Learning (ADL) Co-Lab, Alexandria, VA
Air Force Center for Systems Engineering, Wright-Patterson AFB, OH
Air Force Institute of Technology, School of Systems and Logistics (AFIT/LS), Wright-Patterson AFB, OH
Air Force Space and Missile Systems Center, Los Angeles, CA
Anniston Army Depot, Anniston, AL
Army and Air Force Exchange Service, Dallas, TX
Army Logistics University, Fort Lee, VA
Assistant Deputy Under Secretary of Defense for Supply Chain Integration, Washington, DC
Aviation and Missile Command (AMCOM), Huntsville, AL
Committee for Purchase from People Who Are Blind or Severely Disabled/AbilityOne Program, Arlington, VA
Defense Contract Management Agency—Dallas, Dallas, TX
Defense Contract Management Agency—Detroit, Detroit, MI
Defense Information Systems Agency (DISA), Arlington, VA
Defense Institute of Security Assistance Management, Wright-Patterson AFB, OH
Defense Logistics Agency, Fort Belvoir, VA
Department of Homeland Security, Washington, DC
Department of Veterans Affairs Acquisition Academy, Frederick, MD
Federal Acquisition Institute, Fort Belvoir, VA
Federal Prison Industries, Inc./UNICOR Program, Washington, DC
General Services Administration (GSA) Federal Acquisition Service (FAS), Arlington, VA
Ground-Based Midcourse Defense, Huntsville, AL
Industrial College of the Armed Forces, Washington, DC
Joint ADL Co-Lab, Orlando, FL
Joint Depot Maintenance Activities Group (JDMAG), Wright-Patterson AFB, OH
Logistics Support Activity (LOGSA), Huntsville, AL
National Geospatial-Intelligence Agency, Springfield, VA
National Reconnaissance Office, Chantilly, VA
National Security Agency (NSA), Fort Meade, MD
National Security Space Institute, Colorado Springs, CO
National Technical Information Service, Springfield, VA
Program Executive Office, Aviation, Huntsville, AL
Program Executive Office, Missiles and Space, Huntsville, AL
Small Business Administration, Washington, DC
Software Engineering Institute, Colorado Springs, CO
Space and Missile Defense Command, Huntsville, AL
Standard Procurement System (SPS), Fairfax, VA
U.S. Army Defense Ammunition Center, McAlester, OK
U.S. Army Space and Missile Defense Command, Huntsville, AL
U.S. Army TACOM Life Cycle Management Command, Warren, MI
U.S. Army Tank Automotive Research, Development and Engineering Center, Warren, MI
U.S. Coast Guard, Washington, DC
U.S. Department of Energy Environmental Management, Washington, DC

The Vice Admiral James B. Stockdale Center for Ethical Leadership, U.S. Naval Academy, Annapolis, MD

Warner Robins Air Logistics Center, Robins AFB, GA

Industry

Acquisition Solutions, Inc., Arlington, VA
Aerospace Industry Committee, Warner Robins Area Chamber of Commerce, Warner Robins, GA
American Systems Corp., Chantilly, VA
BAE Systems, Bethesda, MD
Becker Professional Education, Oakbrook Terrace, IL
Boeing Co., Hazelwood, MO
Cisco Learning Institute, Phoenix, AZ
Dekker Ltd., Reston, VA
ESI International, Inc., Arlington, VA
Frontier Technology, Inc., Beavercreek, OH
IBM, Bethesda, MD
Institute for Defense and Business, Chapel Hill, NC*
IP Solutions, LLC, San Mateo, CA
Jacobs Technology, Inc., Dumfries, VA
Josephson Institute of Ethics, Los Angeles, CA
Lockheed Martin Corp., Bethesda, MD
ManTech University, ManTech International Corp., Fairfax, VA
Northrop Grumman Corp., Irving, TX
Rational Brand Services, Division of IBM, McLean, VA
Raytheon Co., Lexington, MA
Rockwell Collins, Cedar Rapids, IA
Systems and Software Consortium, Inc., Herndon, VA

International

Defence Materiel Organisation, Australia
International Centre for Complex Program Management, Australia
International Defense Educational and Acquisition Arrangement—Britain, Germany, France, Spain, Sweden, and Australia

Professional Organizations

American Society of Military Comptrollers, Alexandria, VA
Association for the Advancement of Cost Engineering (AACE) International, Morgantown, WV
BMP Center of Excellence, College Park, MD
Contract Services Association, Arlington, VA
Information Technology Acquisition Advisory Council, Alexandria, VA
International Council on Systems Engineering (INCOSSE), Seattle, WA
The International Society of Logistics (SOLE), Hyattsville, MD
International Test and Evaluation Association, Fairfax, VA
National Contract Management Association (NCMA), McLean, VA
Professional Services Council, Arlington, VA
Project Management Institute, Newtown Square, PA
SAE International, Troy, MI

* New partnerships signed in FY11

**Delivering
Best Value**

Resources



Over the past 10 years, the Defense Acquisition Workforce has grown, increasing the number of students requiring training. To meet this demand, DAU has carefully managed resources to provide the best value for the Defense Acquisition Workforce. For several years, DAU significantly increased the learning hours provided with no substantial increase in its budget. Starting in FY08, in addition to its appropriated funds, DAU received money from Section 852 (Defense Acquisition Workforce Development Fund) of the National Defense Authorization Act for Fiscal Year 2008. The additional resources were applied to hiring more faculty and expanding infrastructure to increase throughput and improve certification rates for the workforce.

FY11 Resources Accomplishments

- Welcomed new key leaders
 - Katharina McFarland as President
 - Leo Filipowicz as Operations Support Group Director
 - Tim Hamm as Chief Information Officer
- Opened the Teaching and Learning Lab (TALL)
- Conducted inaugural offering of the Emerging Leader Program
- Participated in numerous community educational, charity and athletic programs
- Recognized exceptional team and individual contributions to DAU goals
- Received Corporate recognition as
 - ComputerWorld Laureate
 - *Chief Learning Officer* magazine, Learning Elite!
 - *Chief Learning Officer* magazine Silver Vanguard Award
 - Learning! 100 Award

\$208.6 million budget

11.2 million learning hours delivered

\$18.57 per learning hour delivered

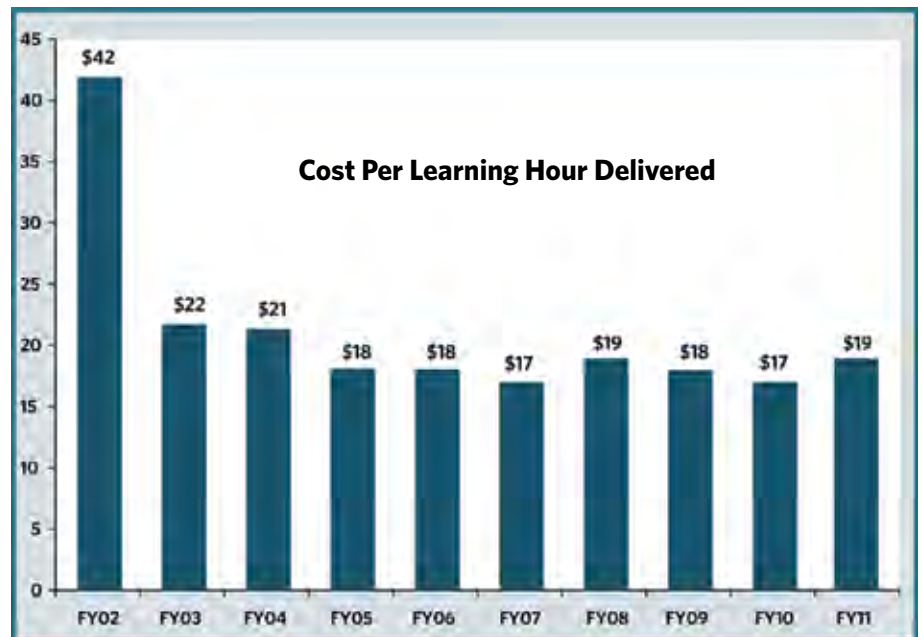
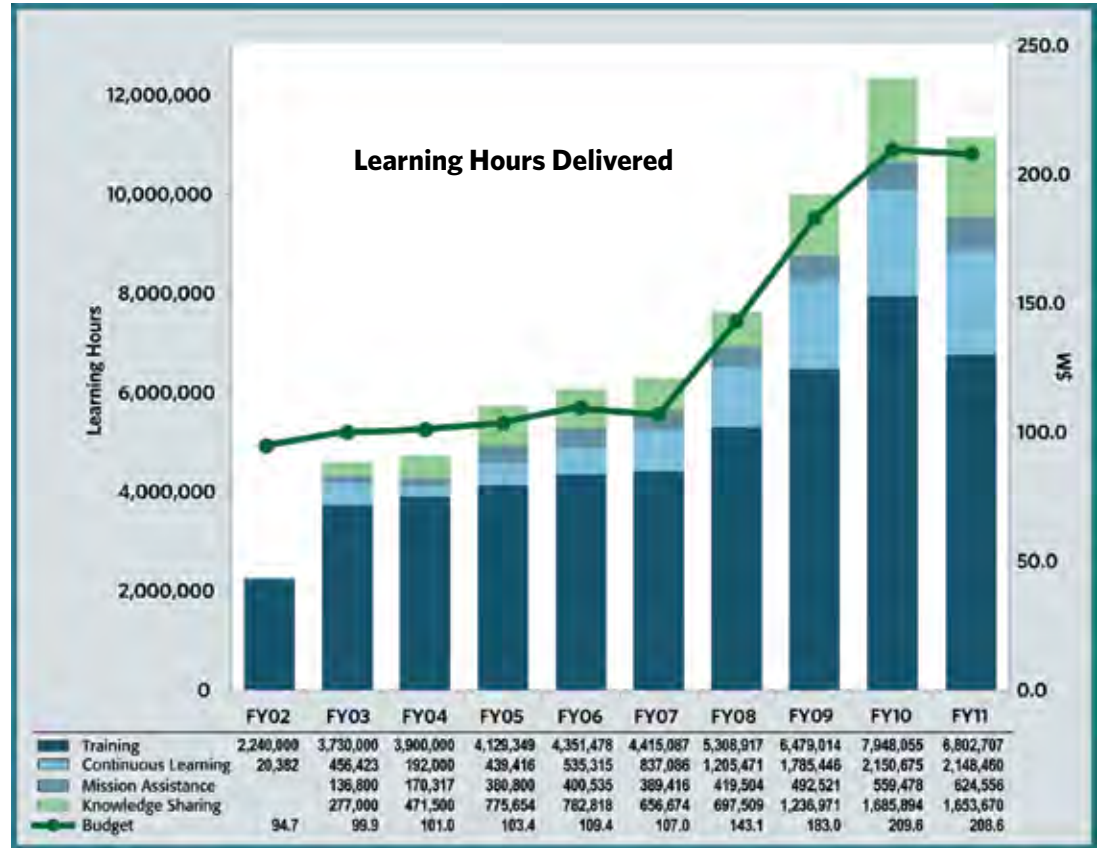
717 faculty and staff

Resources

Learning Hours Delivered

Each year DAU has increased student throughput, until FY11. On July 12, 2011, a cyber-attack affected the learning management system. This incident occurred on the vendor's network that provided the underlying source code of the DAU learning management system. In response, U.S. Cyber Command (USCYBERCOM) directed DAU to temporarily suspend online training course operations. DAU shut down its online training and continuous learning center for almost two months. While DAU was not hacked, it was decided,

in conjunction with USCYBERCOM, to secure the system to protect personal information of our students. This had a large impact on the federal workforce and our industry partners, and DAU worked diligently to restore access to all customers as soon as possible while continuing to protect individuals' information. On September 19, 2011, DAU launched a DoD Common Access Card (CAC) version of the DAU Virtual Campus to allow the Defense Acquisition Workforce to once again enroll and complete courses. DAU then worked on strengthening user name and password authentication encryption and policies to allow non-CAC holders back into the system. This was completed on October 31, 2011. The reduction in student throughput also caused our cost per learning hour to increase over FY10. However, it still remained under the goal of \$20 per hour delivered.



DAU Faculty

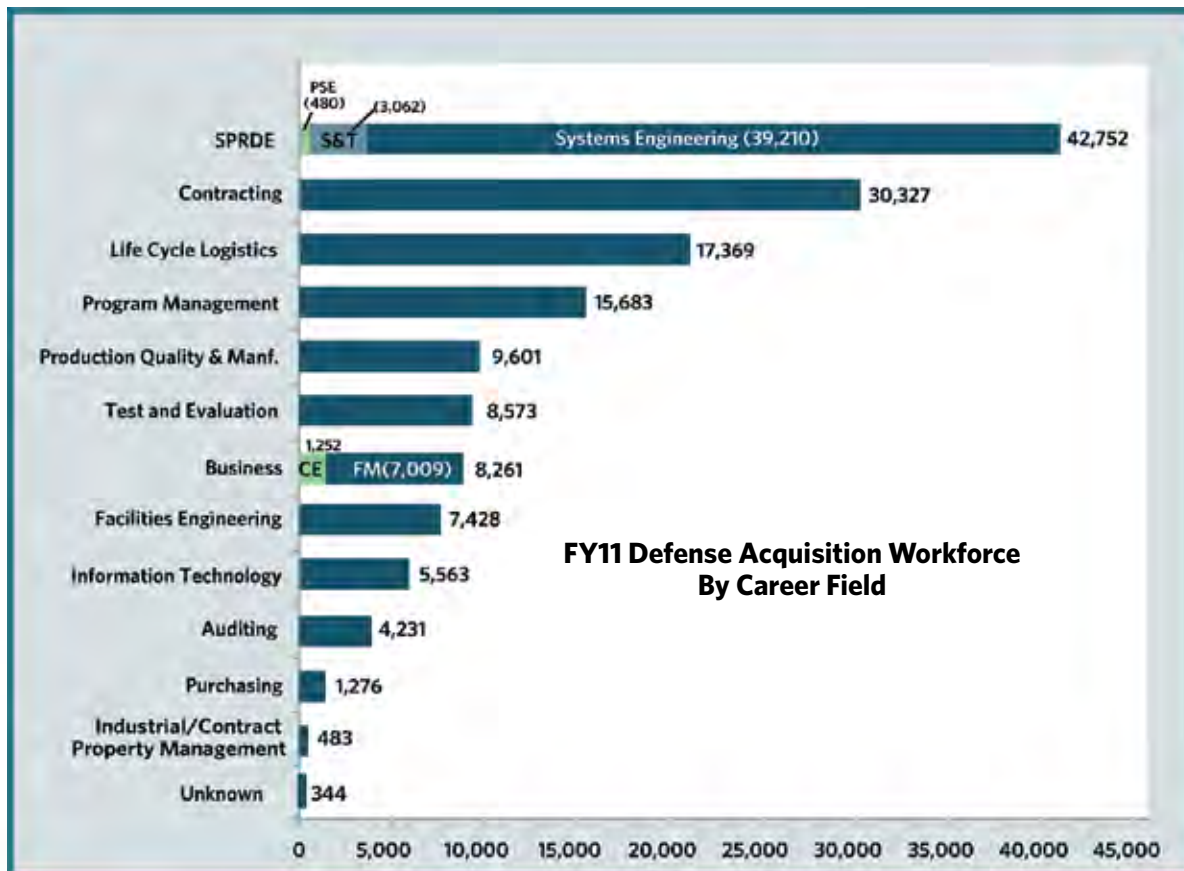
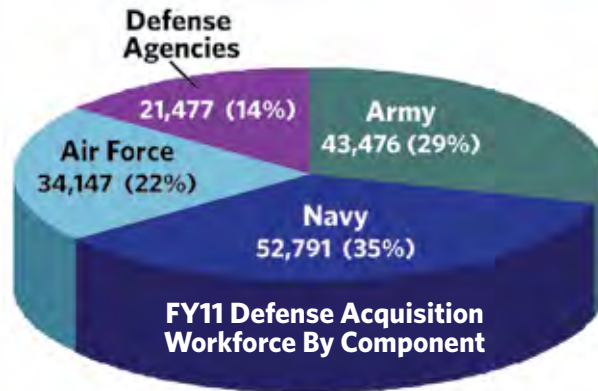
DAU faculty members possess expertise across every career field. Recruited from the military, other government agencies, and industry, DAU's faculty members leverage their extensive backgrounds to develop and deliver meaningful learning assets that provide the best value to the Defense Acquisition Workforce.

The faculty's areas of expertise are:

- Acquisition and Program Management—31 percent
- Contracting—28 percent
- Technical Management—15 percent
- Logistics—8 percent
- Business—10 percent
- Other—8 percent

Defense Acquisition Workforce

In FY11, the Defense Acquisition Workforce was 151,891 strong. Consisting of military and civilian personnel from the Army, Navy, Air Force, and defense agencies and spanning 15 career fields, this workforce ensures that America's warfighters have the systems, services, and supplies they need wherever they are and whenever they need them.



Resources

New President of DAU

In January 2011, DAU welcomed Mrs. Katharina McFarland as its new President. Prior to joining DAU, Mrs. McFarland was the Director for Acquisition for the Missile Defense Agency (MDA), where she advised the Director of MDA on all acquisition, contracting, and small business decisions. Mrs. McFarland began her civil service career as a general engineer at Headquarters Marine Corps where she was accredited as a materials, mechanical, civil and electronics engineer and later was responsible for the acquisition of the United States Marine Corps (USMC) Aviation and Ground Command and Control, radars/sensors, air defense, Combat ID and Cooperative Engagement Capability initiatives. She concluded her time at USMC Headquarters as the Director, Battle Management and Air Defense Systems. Mrs. McFarland noted that DAU's resources and adaptability made the University a key player in helping the AT&L leadership achieve its vision of fostering a more agile, effective, and efficient acquisition system. She said, "DAU is a national strategic asset. I am thrilled to be here and am looking forward to serving with you to successfully meet DoD's acquisition challenges."



Operations Support Group Director

In June 2011, DAU filled the vacated Operations Support Group's director position with Mr. Leo Filipowicz. Mr. Filipowicz was commissioned through the Army ROTC program at Western Michigan University and spent a majority of his career in the Army National Guard, where he was a Company Commander, Personnel Officer, Logistics Officer, Plans and Operations Officer, and supervisor of Logistics Management. He was mobilized for disaster support during Hurricane Katrina. He was then placed on active duty from May 2006 until May 2011, serving stateside and in Afghanistan.



Chief Information Officer

On February 7, 2011, Mrs. McFarland appointed Tim Hamm as the Chief Information Officer for DAU. The appointment was made under the provisions of DoD Directive 8000.01. As CIO, Mr. Hamm's responsibilities include strategic and capital planning; design, development, implementation, and evaluation of information resources; ensuring compliance with DoD and OMB policies, procedures and guidance; development of DAU policies and procedures for acquisition of information technology (IT); and development and maintenance of an enterprise architecture. Mr. Hamm's experience includes 16 years of industry IT experience, more than 12 of those years as the lead IT contractor and Program Manager for DAU. Prior to beginning his career in IT, Mr. Hamm spent four years in the U.S. Air Force and obtained his bachelor's degree from Virginia Tech.





Inaugural Class of the Emerging Leader Program

Eleven DAU employees completed the inaugural Emerging Leader Program (ELP) in 2011: Tawnita Blay, DSMC; Danial Durnell, CNE; Norene Fagan-Blanch, Visual Arts & Press; Ralph Hill, Human Resources; Beverly Hopkins, South (now with Army Contracting Command); Chris Johnson, Information Services; Allen Lawson, South; Beth Nelson, Contracting and Logistics; Lisa Salazar, West; Alan Thompson, Midwest; and Susie Wallace, Mid-Atlantic. The 12-month, nominative program is self-paced, blended, and structured around DAU SkillPort e-learning courses, assessments, and a shadowing assignment. Upon finishing the course requirements, participants completed a final project outlining lessons learned during their experience, including practical applications of this new knowledge. Through the different components of the program and an approach tailored to the individual, participants acquire the skills they need to work well in a team environment and progress into leadership/managerial roles.

Teaching and Learning Lab (TALL)

DAU celebrated the ribbon cutting ceremony of the advanced Teaching and Learning Lab (a.k.a. "TALL") on March 23, 2011, at the Fort Belvoir campus. The TALL features new technologies, including the latest in Smart Technology designs, audio/video recording and video teleconferencing, audience response systems ("Clickers"), eReaders, and many other interactive tools and social media designed to facilitate both classroom and distance learning. In addition to the interactive classroom, the DAU faculty now has a place to investigate new technologies and paradigms for learning and training, such as teaching best practices, technology-enhanced learning materials, simulations, and interactive programs. During FY11, the TALL hosted 44 events including Faculty Performance Development (FPD) and other classes, curriculum development sessions, and leadership meetings. DAU also used the TALL to evaluate content development tools, a lecture capture initiative, and a feasibility study for Media:scape.



Organization



Board of Visitors

The Board of Visitors (BoV) consists of members selected for their preeminence in academia, business, and industry to advise the USD(AT&L) and the president of DAU.



GEN William Tuttle, Jr.
USA (Ret)
Chairperson



Gen. Bernard Randolph
USAF (Ret)
Consultant



Ms. Karen Barley
President
Corporate University Enterprise, Inc.



Christopher Raymond
Vice President, Business Development
and Strategy
The Boeing Co.



Ms. Susan Coté
Vice President, Corporate Contracts, Pricing,
and Supply Chain
Northrop Grumman Corp.



Mr. Carl Salzano
Vice President, Acquisition
Booz Allen Hamilton



Mr. Curtis Gray
Senior Vice President, Human Resources
BAE Systems



RADM Lenn Vincent
USN (Ret)
Industry Advisor
National Defense Industrial Association



Mr. Michael Joyce
Senior Vice President, Operations and
Program Management
Lockheed Martin Corp.



Gen. Ronald Yates
USAF (Ret)
Consultant



Mr. Norman Kamikow
President and Editor-in-Chief
MediaTec Publishing, Inc.

Capital and Northeast Region

Fort Belvoir, VA



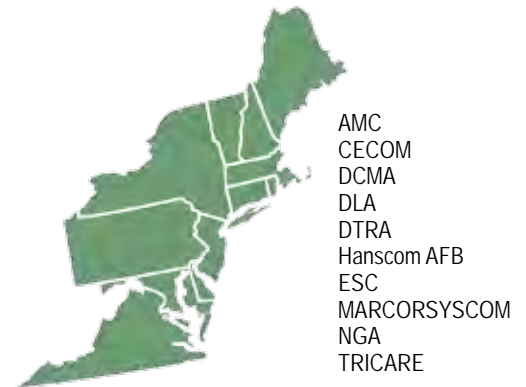
Bob Daugherty
Dean



Judy Fleming
Associate Dean (AA)



Karon Curry
Associate Dean (O/MA)



For the Capital and Northeast (CNE) Region, FY11 was another remarkable year of outstanding support to the Defense Acquisition Workforce community and federal government customer base both inside the classroom, and at the point of need. The dedicated professionals at CNE continued to achieve unprecedented levels of support in classroom execution, online delivery, and customer outreach. We taught 600 distinct classes, with more than 50,000 graduates. 2011 also saw the continued success of the Senior Service College Fellowship program at Aberdeen Proving Ground; major curriculum development efforts with the suite of contracting courses; the growth of an Executive Coaching capability for senior service and defense leaders; the expansion and deployment of a revolutionary “Live-Fire Acquisition Training” capability to better assist the workforce and our major programs; the award winning CONCLAVE

intact team training simulation; and the roll-out of targeted assistance to our major defense acquisition programs with the critical issues that affect their performance. One such assist was the advent of the Better Buying Power Initiatives, sponsored by USD AT&L. CNE played a critical role as we informed and assisted the workforce in inculcating these initiatives into their business practices. We continued to expand critically needed efforts like contracting officer’s representative training, services acquisition, consulting, and technological innovation. Our exceptional customer satisfaction, attributable to our outstanding faculty and staff, is indicative of the continued efforts of the CNE team to provide the acquisition community with the knowledge and skills to improve the success of acquisition programs.

—Bob Daugherty

Mid-Atlantic Region

California, MD



SPAWAR
Langley AFB
NAVAIR-PEO(A),
PEO(W), PEO(T)
TRADOC
NATO
USAREUR
USAFE



Barb Smith
Dean



Scott Ilg
Associate Dean (AA)



Duane Mallicoat
Associate Dean (O/MA)

DAU Mid-Atlantic Region continued to expand its presence, capability and effectiveness among its regional customer base. Defense Acquisition Workforce support to our primary customer base at the Naval Air Systems Command (NAVAIR) and associated Aviation Program Executive Offices, continued to rise. Meanwhile, customer support was on the upswing at the region's satellite sites, Chester and Norfolk, VA, and Kaiserslautern, Germany. Mid-Atlantic regional support impacted major defense acquisition programs in various ways: Acquisition Program Transition Workshops for Navy Aerial Targets and Decoys, Navy Unmanned Combat Air Systems, and Advanced Tactical Aircraft Protection Systems; executive leadership team training for Air Traffic Control and Combat Identification, and Manufacturing and Quality Competency; and climate/organizational surveys for Navy Unmanned Combat Systems, H-53 Heavy Lift, MV-22 Osprey, Manufacturing and Quality Competency, and Army Distributive Learning Office. The Mid-Atlantic Region also expanded its impact overseas with a tailored introductory acquisition training offering for the North Atlantic Treaty Organization (NATO) Consultation, Command and Control Organization Agency in Brussels, Belgium.

Mid-Atlantic's partnership with the NAVAIR/Marine acquisition community continued to strengthen, primarily through two initiatives: Navy-Marine Corps Acquisition Professional O-6 Selectee seminar and Marine Aviation Detachment University initiative, which provides introductory

acquisition and NAVAIR organizational familiarization to all newly reporting Marines.

The NAVAIR and Space and Naval Warfare (SPAWAR) program management teams' partnership with Mid-Atlantic continued to develop. Statement of Work workshops, Contracting Officer Representative courses, Leading Project Teams, and Team Effectiveness-centric seminars were on the increase. The region also partnered with the NAVAIR Competency Leadership supporting their Business, Cost Estimating and Financial Management University, the Test and Evaluation University, and development of Logistics Test and Evaluation courses.

Mid-Atlantic's vision also includes maintaining strong ties to the community with local partnerships and sponsorship of charitable activities. Through the Mid-Atlantic Chapter of the DAU Alumni Association, we have provided more than \$25,000 to local community charities and programs over the last four years. In addition, our DAU Alumni Association members have initiated an active Wounded Warrior program.

The Mid-Atlantic Region continues to act as an enabler for our customers so they may effectively and efficiently meet the challenges of today's and tomorrow's acquisition environment. Our core principles of continuous process improvement, implementation of best practices, and analysis of lessons learned form the bedrock by which we continue to effectively produce successful acquisition outcomes to our stakeholders.

—Barb Smith

South Region

Huntsville, AL



AMC Headquarters
 AMC Contractors Cmd
 AMCOM GMD
 Eglin AFB
 MacDill AFB
 - USSOCOM
 SMDC
 Robins AFB
 Tinker AFB
 PEO STRI, Orlando



Jim McCullough
 Dean



Marshall Eubanks
 Associate Dean (AA)



Richard Gallman
 Associate Dean (O/MA)



Gary Byrum
 Director of Operations

FY11 was a year of significant achievement for the South Region of DAU. Our faculty and staff continued their commitment to provide premier training and responsive, practical support to the Defense Acquisition Workforce as evidenced by our significant increase in delivered classes, expanded mission assistance efforts, and enhanced leadership development opportunities—all with exceptional levels of customer satisfaction. To facilitate our activities, DAU built a 21st century learning environment, employing modern telecommunications and classroom learning capabilities. As a Huntsville area asset, we delivered record numbers of DAWIA classes and also provided our facility to our customers and stakeholders for their strategic planning and off-site activities. We taught more than 500 courses with an additional 25 percent increase over the previous record year of 2010. We had more than 110 mission assistance engagements,

including direct major defense acquisition program engagements with the: C-5, C-17, and Small Diameter Bomb II programs for the Air Force; Army Integrated Air and Missile Defense, Apache Block III; Unmanned Aerial Systems; Lower Tier (Patriot, MEADS); and many other programs. We also supported the warfighter both predeployment and in theater; initiated a Specialty Engineering program with the Army; continued the Army Senior Service College Fellowship with 90 graduates to date; supported specialty developments for Benefit Cost Analysis, Understanding Industry, and Smart Program Shutdown courses. We went beyond the mission and provided our community support for programs from Wounded Warriors to conferences in Eglin AFB, Robins AFB, and Redstone Arsenal. These efforts embody the motto, "DAU is part of the community, not just a place to take classes."

—Jim McCullough

Midwest Region

Kettering, OH



AFMC
ASC
TACOM LCMC
Rock Island Arsenal
USTRANSCOM
USSTRATCOM



Travis Stewart
Dean



Carl Hayden
Associate Dean (AA)



Vishnu Nevrekar
Associate Dean (O/MA)



Sylvester Hubbard
Director of Operations

The Midwest Region's championship performance in FY11 continued to demonstrate DAU's commitment to excellence. Our all-star faculty and staff consistently provided world-class, innovative, and responsive careerlong learning. Their stellar performance enabled the Defense Acquisition Workforce to develop, deliver, and sustain effective and affordable warfighting capabilities. Our superb learning environment offers modernized telecommunication and classroom learning capabilities in the Region's four locations (Kettering, OH; Sterling Heights, MI; Columbus, OH and Rock Island, IL); enabling the region to accomplish 58,843 teaching hours, deliver 303 classroom offerings and graduate 31,848 students—9,025 residents and 22,823 web.

As leadership training becomes more important to the Defense Acquisition Workforce, our region continued to successfully operate two preeminent leadership courses; the PMT 401 Program Manager's Course and the Senior Service College Fellowship program to the U.S. Army Tank Automotive Command Life Cycle Management Command. Customers and stakeholders laud both courses as "a home run for the Midwest Region and DAU."

Our team of professionals also continued a customer-centric mindset this year by providing more mission assistance efforts to our regional acquisition customers than in years past. Through the hiring of a Major Defense Acquisition Program (MDAP) Director, we were able to provide critical consulting and targeted training to numerous multiservice ACAT 1 programs in the Region—A+ results in every case. The new Midwest Regional MDAP Director conducted more than 100 percent of planned customer visits, greatly increasing the Midwest footprint, further establishing DAU as provider of choice for our regional customers.

In FY11, the Midwest Region presented the fourth annual DoD Acquisition Insight Conference at Sinclair Community College in Dayton, OH. More than 750 members of the Defense Acquisition Workforce from Wright-Patterson Air Force Base, as well as industry and academia personnel, attended the conference, receiving updates on the latest acquisition technology, and logistics hot topics and participating in workshop and training targeted to acquisition professional requirements.

—Travis Stewart

West Region

San Diego, CA



Andy Zaleski
Dean



Hank DeVries
Associate Dean (AA)



Rob Tremaine
Associate Dean (O/MA)



Jim Childress
Director of Operations

USPACOM
USSPACECOM
Space & Missile Systems Center
SPAWAR
Nuclear Weapons Center
PEO JTRS
PEO C4I

Outstanding faculty and staff continued to span the vast West Region, providing professional services to 30,000 Defense Acquisition Workforce members. Besides the workforce members in proximity to regional Headquarters in San Diego, West supported customers at 31 training sites, reaching across the 14 regional States and all the way into the Pacific Rim (e.g., Japan, Korea)—the largest DAU Regional territory. Customer satisfaction was at an all-time high in the region and is an indication of the tremendous support provided to the workforce members in arming them with the knowledge and skills to improve the success of a myriad of DoD Acquisition Programs. FY11 was a banner year as the region once again graduated an all-time high number of classroom students, teaching more than 370 courses in 13 different functional areas (e.g., Contracting, Program Management, etc.).

In addition to fulfilling its core DAWIA training responsibilities, DAU West also was committed to meeting the needs of the Defense Acquisition Workforce where it faces real-world acquisition challenges—in the workplace. The region saw a significant rise in mission assistance from its regional customer base in FY11, with demand increasing

by more than 30 percent from the previous year. In particular, a growing number of DAU West's key customers sought more intensive consulting services. As a small sampling, several major defense acquisition programs (MDAPs) at Space and Missile Systems Center (SMC) tapped DAU West for assistance in strategic planning, acquisition strategies, source selection, hands-on workshops (focusing on performance work statements and surveillance plans), executive coaching, and human capital development. NAVSPECWARCOM (Navy Seals) solicited DAU's help in overcoming several organizational contracting processes that were placing certain procurements at risk. And, with a nuclear acquisition workforce that atrophied in the last two decades, the Nuclear Weapons Center sought DAU's help in rebuilding its workforce as the DoD embarks on a \$80 billion nuclear sustainment program to keep its nuclear arsenal a viable deterrent.

The acquisition communities in the West are discovering our practitioner expertise and calling upon our services more and more, making DAU an integral part of the DoD acquisition business.

—Andy Zaleski

Defense Systems Management College

Fort Belvoir, VA



Roy Wood
Dean



David Fitch
Associate Dean (O/MA)



Joni Forman
Associate Dean (A/LAM)



Pat Wills
Associate Dean (A/ET)



Janet Vincent
Director of Operations

In recognition of the expanded breadth of offerings and activities, the title of the Defense Systems Management College—School of Program Managers, was officially shortened to the Defense Systems Management College (DSMC). Still charged with providing executive-level training to senior program managers and acquisition leaders in the Department of Defense, DSMC also provides certification training to all DoD Requirements Managers, and in-depth training for individuals involved in international programs. This year DSMC also took ownership of the enterprise-wide Leadership Learning Center of Excellence and the University's research program.

During the year, Scott Hall was renovated, replacing an aging heating and air conditioning system and making some subtle, but important improvements. During the renovation, classes were moved to the Fort Belvoir Officer's Club and executed flawlessly, thanks to the flexibility and diligence of the support staff and faculty. The basement of Scott Hall was converted from the Acker Library into small group breakout rooms, and the PMT 401 and executive classrooms were enlarged and modernized.

In FY11, the Program Manager's Course (PMT 401) was expanded regionally to meet workforce training demands. Two highly successful new offerings of the 10-week case study course were conducted at DAU's South campus in Huntsville, AL, under the Enterprise 401 umbrella. In addition, faculty and facilities preparations were made for a January 2012 offering of the course at DAU West in San Diego. These additional offerings more than double the course's capacity from the 2008 baseline. DSMC also increased its ability to offer more seats in the Executive Program Manager course (PMT 402). In the renovation to Scott Hall, the executive classroom was expanded to allow double-sized offerings of many of our executive courses, including PMT 402.

DSMC embraced Under Secretary Carter's Better Buying Power initiatives by participating in rapid deployment training and incorporating Better Buying Power topics into the Program Management and Executive courses. DSMC faculty also authored 10 articles on Better Buying Power for a special issue of *Defense AT&L* magazine.

—Roy Wood

Community Involvement

Mid-Atlantic's Alumni Association Chapter Supports George Washington Carver Elementary School

DAU actively supports the green initiative at George Washington Carver Elementary School in Lexington Park, MD. Professor Michelle Currier and members of the Mid-Atlantic Region Alumni Association donated their time to help Future Leaders of the World (FLOW) students build birdhouses, one of many projects undertaken to qualify as a "green school." The DAU Alumni Association also presented



the principal, Annette Wood, with a check for \$390 to be used to buy each classroom a book on solar panels. The school's Solar Panel Initiative aims to install more than 2,000 solar panels that

will produce 80 percent of the school's power.

Helping Bryant from Kitchen to Closet

DAU has a long-standing partnership with Bryant Alternative High School in Alexandria, VA. In FY11, DAU hosted a series of food and clothing drives for students and their families. In February 2011, DAU held a "Spring Cleaning Tie Drive" to help the young men present themselves professionally in job interviews and other functions.

DSMC Supports Operation Sugarplum

Again this year, Defense Systems Management College (DSMC) faculty and staff supported Operation Sugarplum, a Fort Belvoir Army Community Service Center program for Army personnel and their families who are experiencing financial challenges during the holidays. This year, DSMC sponsored four military families and raised more than \$600. The donations were used to purchase commissary and Wal-Mart gift cards to provide these families an opportunity to purchase additional food and gifts during the holidays. Through this program, DSMC was able to bring some additional holiday cheer to these Fort Belvoir Army families.

South Region Reaches Out to the Community

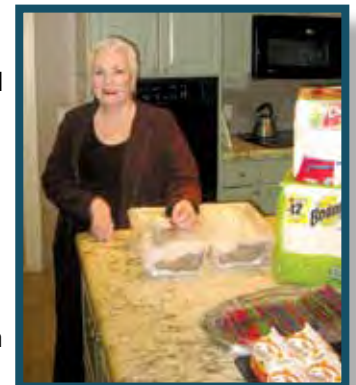
In November 2010, DAU continued support of the Annual Heroes Week sponsored by the Semper Fi Community Task Force in Huntsville, AL. Fifty-six servicemen and their spouses/caregivers participated and were treated to a week of events, including a bass fishing tournament, the Marine Corps Ball, and the Hall of Heroes banquet. DAU employees volunteered their time and raised more than \$8,000 to say "thank you" to these men and women for their service and sacrifices.

The South Region extended its community outreach through the holiday season, collecting donations for the Floyd E. "Tut" Fann Veterans' Home, and volunteering with the Salvation Army Angel Tree Distribution Center to ensure that children in need would have a gift to open during the holiday season.



West Region Contributes to Fisher House Foundation in Support of Military Families

This year DAU continued its support of the Zachary and Elizabeth Fisher House Foundation. This program supports military families by donating homes near medical centers, allowing family members to be close to loved ones during unexpected, long-term hospitalization. DAU recognizes the special sacrifices of uniformed service men and women and provides help to families by donating much-needed food and paper products for use in the temporary housing.



BCEFM Department Supports Adopt-A-Family Program

DAU members of Business Cost Estimating Financial Management (BCEFM) department completed another successful year supporting the Marine Corps Adopt-a-Family Program by collecting more than 100 donated gifts. This program supports junior enlisted or special needs families in the Quantico, VA area who face special challenges during the holiday season.

CNE Works to 'STEM the Tide'

DAU CNE supported the Science, Technology, Engineering, and Mathematics (STEM) initiative, which strives to develop the science and engineering talent pool by engaging local high schools in activities to enhance their interest of the field. In December 2010, DAU conducted its first Engineering Management Workshop at Kettle Run High School in Nokesville, VA. Throughout the workshop, participants practiced various engineering management skills. This focused course created an experiential learning environment characterized by integrated product team interactions, engineering discipline vs. design/product trade-offs, and competitive, best-value, scoring challenges. DAU also participated in Kettle Run High School's career fair in March 2011.



DAU Wins Athletic Competitions

The DAU soccer team won the Fort Belvoir intramural championship on May 19, 2011, beating Aerospace Data Facility-East 2-1. This is the second consecutive championship for the team. Team members include: Todd French (Co-Captain), Kehl Mandt (Co-Captain), Ivan Amankrah, Heather Berry, Alexis Conception,



Danial Durnell, Chris Jones, Steve Jones, Carlos Lopez, Eris Lopez, Harper Maddox, Katherine Miglin, Roberto Reyes, Jason Semko, Daniel Somerset, Ajay Sundaram,

Frederick Wiredu, and Dwayne Young.

Twenty-two DAU runners and walkers met on June 22, 2011, at the starting line for the Fort Belvoir Intramural 5K Run/Walk. Congratulations to Kehl Mandt, from DSMC, who came in second overall, and to the entire team, which came in second in the team competition.

South Region Walks for Cancer Cure

Throughout the year, DAU has contributed to organizations dedicated to cancer research, treatment and prevention. On October 16, South Region Trailblazers participated in the seventh Annual Liz Hurley Ribbon Run/Walk. Participants

included Cheryl, Bryan Hammond's wife and a 7-year breast cancer survivor.



They also participated in the American Cancer Society's Relay for Life, exceeding their

fund-raising goal and contributing more than \$1,200 to the charity. These events bring together DAU staff members who want to make a difference and serve as examples of the South Region's motto, "DAU is part of the community, not just a place to take classes."

Corporate Team Awards

Goal 1—(Mission) Provide an integrated, interactive learning environment that helps acquisition workforce members, teams, and organizations improve acquisition outcomes.

BCF 302 Team



Darrell Hamilton* (Lead)
 Ellen Barber
 Rhonda Bruce
 Paul Churchwell
 Beth Dunn
 Marshall Eubanks
 Sharon Jackson
 Steve Malashevitz
 Kim Meyer
 Reg Parks
 David Prigmore

LOG 340 Development Team



Jack Cain (Co-Lead)
 David Floyd* (Co-Lead)
 Bill Conroy
 Sylwia Gasiorek-Nelson
 Bill Kobren
 James McDaniel
 Ken Nicklaus
 Greg Schlauch
 Marty Sherman
 Tim Simpson
 Gil Torres
 Brian Yoo

Goal 2—(Infrastructure) Continuously improve our infrastructure and mission support processes to optimize use of resources.

The Mobile Working Group



Rebecca Clark (Lead)
 Deborah Aceto-Milton
 KC Carruthers
 Paula Croisetiere
 Peter Czech
 Mike Dorohovich
 Gordon Hagewood
 Stephen Kassebaum
 Jim Lamb
 Michael Lambert

Janine Leboeuf
 Alvin Lee
 Clifford Maxfield
 James McDaniel*
 Shawn Miller
 Debra Moore
 Sterling Mullis
 Mark Oehlert
 George Prosnik
 Dr. Mary Redshaw

Andrea Reese
 Anthony Rotolo
 Dusty Schilling
 John Snoderly
 Roy Stiles
 Chris St. John
 Dave Sweede
 Ivan Teper
 Rob Tremaine

Goal 3—(Transformation) Support congressional and DoD acquisition improvement initiatives through thought leadership, applied research, and engagement with key acquisition organizations.

AT&L Better Buying Power Initiatives Executive Tiger Team



John Mueller* (Lead)
 Mike Bohn
 Brian Brodfuehrer
 Pete Czech
 Barry Dillon
 Dave Gallop
 Gordon Hagewood
 Mike Holbert
 Dr. Mark Husband
 Bill Kobren
 John Krieger

Jack Mahoney
 Craig Mallory
 Dr. Al Moseley
 John Pritchard
 Dusty Schilling
 Joanne Schoonover
 Harry Snodgrass
 Steve Spoutz

* Pictured

Goal 4—(People) Foster an environment that encourages continuous development, promotes diversity, and rewards achievement to enhance job satisfaction and performance.

The West Region Student Services Team



Russell Shaver (Lead)
 Mike Gonzales
 Dean Robbins
 Christopher Salazar
 Nicole Sherman
 Shirley Underwood
 Andy Zaleski*, accepting
 for the team

Goal 5—(Customers) Proactively engage our customers and stakeholders to understand their mission requirements and develop responsive solutions to enhance performance.

Midwest Region 2011 DoD Acquisition Insight Conference Team



Jonathan Specht* (Lead)
 Paul Brierley
 Brian Chriswell
 Bernadette Crumb
 Andrew Davis
 Dave Lewis
 Capt. Jonathan Raby, USAF
 Thomas Rauls
 Jill Saldana
 Matthew Snedeker
 Lt. Col. Steve Sunderlin, USAF
 Jeffrey Tkach
 Joseph Veneziano

Heavy Brigade Combat Mission Assistance Team



Steven Jones (Lead)
 Peter Czech
 Hal Ernest
 Richard Hansen*
 Dr. Mark Husband
 Vishnu Nevrekar
 John Pritchard
 Stephen Spoutz
 Wallace Tubell
 Joseph Veneziano

DAU South Region 7th Annual Acquisition Conference Team



Al Barnes* (Co-Lead)	Michel Jimerson	Phyllis Roberts
Mitch Mitchell (Co-Lead)	Matt Kennedy	Rob Roberts
Chris Black	Allen Lawson	Josh Roper
Molly Beckman	Ann Lee	Karen Stadler
Bennie Berry	Mark Lumb	Emma White
Mike Dodds	Sam Parks	Sue Zarger
Andrew Dubbel	Kathy Peake	
Chris Fry	David Prigmore	
Kelly Helms	Helen Purcell	

* Pictured

Individual Awards

Ask-A-Professor



Paul Brierley



Michelle Currier

Community Involvement



Penny Brooks

Curriculum Development



Patrick Morrow

Knowledge Sharing



Gary Spohn



Michael McGhee

Mission Assistance



Justin Porto



David Riel

Mission Assistance to the Warfighter



Maj. Robert Enck, USAF

Customer Service



Mike Gonzales

Staff Person of the Year



Scott Fouse

Junior Staff Person of the Year



Susie Wallace

Teaching Band A



Greg Schlauch

Teaching Band B



Michel Jimerson



Lawrence Kokocha

Teaching Band C



Dr. Kevin Carman

Research



Donna Seligman

Distinguished Officer of the Year



Lt. Col. David Taylor, USAF

Frank J. Anderson, Jr. Award (Faculty)



Michael Kotzian

Frank J. Anderson, Jr. Award (Staff)



Matthew Snedeker

Hall of Fame



Frank Anderson, Jr.

In recognition of his service to DAU from 1999 to 2010.

As Commandant of DSMC and then President of DAU, he was the innovative, dynamic driving force leading DAU's transformation into a world-renowned training organization providing the Defense Acquisition Workforce with careerlong learning assets with global reach. As Director, AT&L Human Capital Initiatives, he created AT&L's first-ever human capital strategic plan to attract, train, and retain a high-performing acquisition workforce.

Randy Fowler

In recognition of his service to DAU from 2001 to 2008.

As DAU's Logistics and Sustainment Center Director, he revitalized DAU's logistics portfolio of coursework, implementing revolutionary changes in training. He further demonstrated his innovation and his drive to meet stakeholders' learning needs in his subsequent role as Learning Capabilities Integration Center Director. He led the development and implementation of the Core Plus workforce certification framework, which today is fully implemented and used by more than 140,000 acquisition professionals as a career training guide.



Alan Gilbreth

In recognition of his service to DAU from 1993 to 2009.

A renowned expert in contract management and a university leader in the development of DAU's key contract management targeted training and Defense Acquisition Workforce Improvement Act Level III certification courses, he served as Professor, Department Chair, and Course Manager. A skilled researcher, he wrote numerous articles that were published to great accolades across the acquisition community. Throughout his 16 years as an educator, he demonstrated outstanding dedication to DAU, his students, and his colleagues.

Paul McMahon

In recognition of his service to DAU from 1992 to 2009.

In his role as professor of systems acquisition management and in a succession of DAU leadership positions, he significantly contributed toward DAU achieving national recognition as a premier corporate university. As DAU's Pentagon Liaison, his leadership, professionalism, and personal commitment to excellence were instrumental in facilitating DAU's alignment with its stakeholders' priorities and policies across DoD.



Corporate Recognition

ComputerWorld Names DAU a Laureate

DAU was named a Laureate in the 2011 ComputerWorld Honors Program. The DAU case study was titled "Defense Acquisition University delivers training to the Defense Acquisition Workforce through the AtlasPro Learning Suite." The ComputerWorld Honors program, founded in 1988, recognizes organizations and individuals using information technology to promote and advance public welfare, benefit society, and change the world for the better. There were more than 1,000 nominations for this prestigious award.

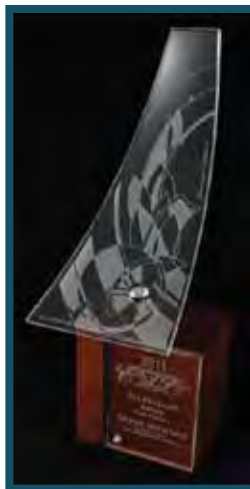
Chief Learning Officer Magazine Recognizes DAU as a 2011 LearningElite

This year DAU was again recognized as one of the best organizations in the learning and development community. On March 27, 2011, at the 2011 Chief Learning Officer Symposium, DAU was honored as a member of the 2011 LearningElite program—the only peer-reviewed ranking and benchmarking program to recognize and evaluate organizations that employ exemplary workforce development strategies. It recognizes excellence in five key learning and development performance indicators: learning strategy, learning execution, learning impact (internal), business performance results (external) and leadership commitment. DAU was ranked No. 3 among more than 40 LearningElite selected organizations, and also received the Editor's Choice award for its top score in the Learning Strategy performance category. "The LearningElite will afford companies a unique opportunity to evaluate both the scope and the value of the learning and development services they provide," said Norm Kamikow, president of MediaTec Publishing and editor-in-chief of *Chief Learning Officer* magazine.



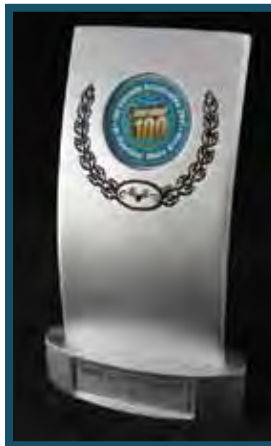
DAU Receives the Silver Vanguard Award

DAU received the Silver Vanguard Award, one of *Chief Learning Officer* magazine's Learning in Practice Awards, in recognition of DAU's *Learning Technologies Roadmap 2011*. "The Learning In Practice Awards were established to recognize transformational and visionary leaders in enterprise education," said Norm Kamikow, president and editor-in-chief of *Chief Learning Officer* magazine. "The winners are the industry leaders who truly champion innovation and transform it into learning and value for their organizations."



DAU Receives Learning! 100 Award

DAU was named a winner of the Learning! 100 award at the 2011 Enterprise Learning! Summit in Alexandria, VA. This awards program, hosted by Elearning! Media Group, recognizes the outstanding organizational performance, immersive learning culture, and innovation of top learning organizations across the nation. DAU was specifically recognized for excellence in learning innovation.



Customer Satisfaction

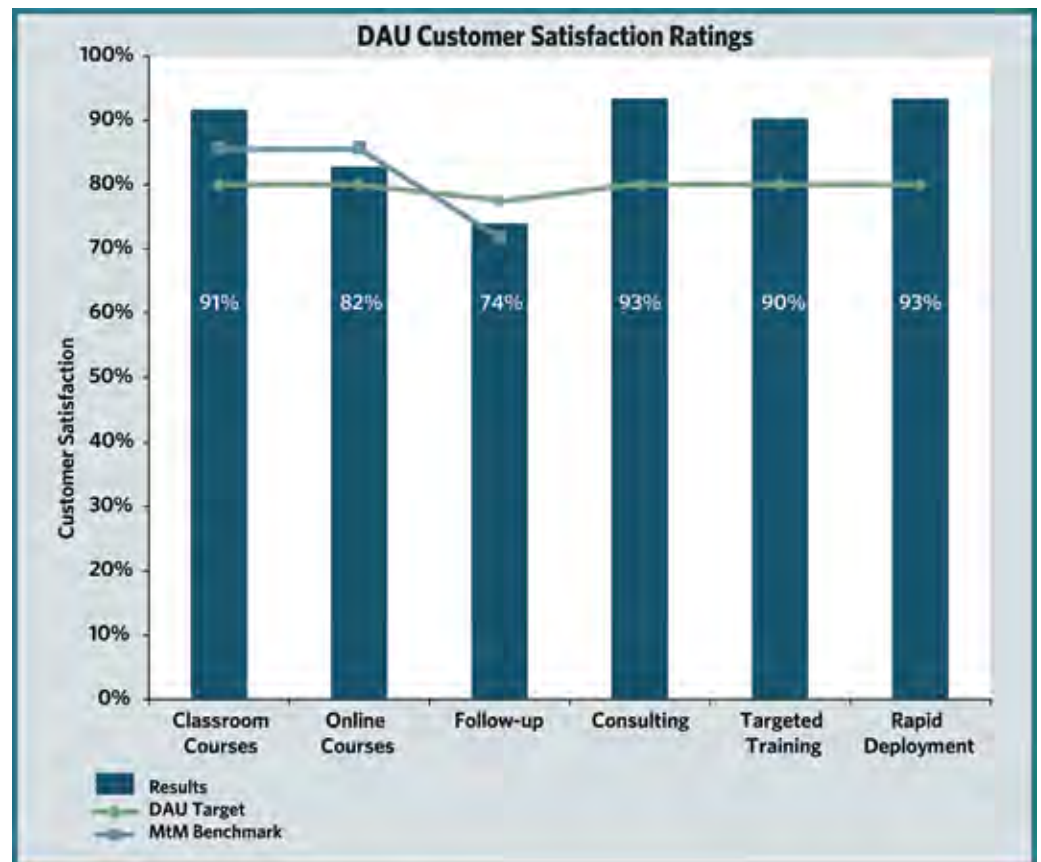
Ratings

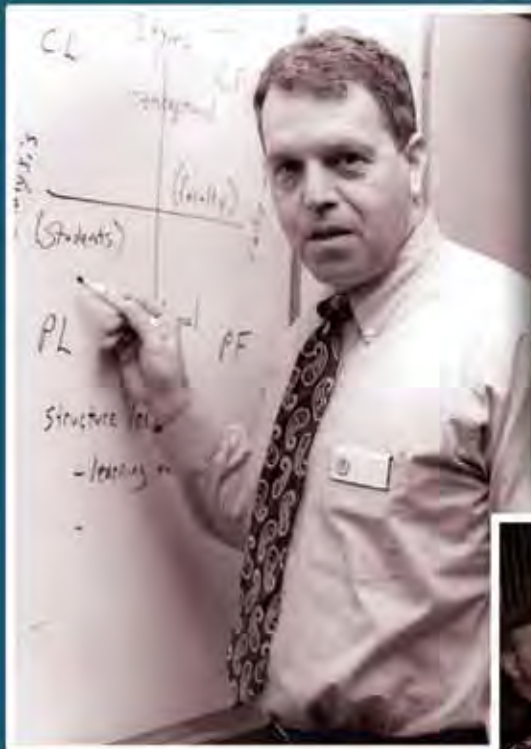
For any organization to succeed, it must provide the best possible value to its customers. DAU does just that. From contracting personnel in areas of conflict to senior DoD leaders, from small buying commands to major defense acquisition programs, from individual workforce members to intact acquisition teams, DAU provides a variety of learning assets to help the Defense Acquisition Workforce support the warfighter. DAU uses the state-of-the-art, end-of-course survey program Metrics that Matter (MtM), a Web-based learning evaluation system with an extensive database of performance benchmarks, to collect survey data from students and customers. DAU evaluates customer satisfaction based on the four-level Kirkpatrick training assessment model and uses the seven-point Likert scale. Students are provided a link to the survey at the end of each course, which includes questions on course content, coursework, faculty, and job applicability. Ratings are reviewed regularly and improvements are made in DAU's products and services based on these evaluations.

In FY11:

- 49,236 surveys were completed by students in DAU's classroom courses with an average rating of 6.39 (or 91 percent)—exceeding DAU's target of 80 percent by 11 percent and 6 percent above the Metrics that Matter corporate benchmark of 85 percent
- 64,551 surveys were completed by online students with an average rating of 5.75 (or 82 percent)—exceeding DAU's target of 80 percent by 2 percent and 3 percent lower than the Metrics that Matter corporate benchmark of 85 percent

- 58,586 follow-up surveys were completed with an average rating of 5.18 (or 74 percent)—falling short of DAU's target of 80 percent by 4 percent but 1 percent above the Metrics that Matter corporate benchmark of 73 percent
- 41 surveys were completed by customers receiving consulting assistance with an average rating of 6.51 (93 percent)—exceeding DAU's target of 80 percent by 13 percent
- 1,437 surveys were completed by customers who participated in Targeted Training events with an average rating of 6.32 (90 percent)—exceeding DAU's target of 80 percent by 10 percent
- 24 surveys were completed by customers who participated in Rapid-Deployment Training with an average rating of 6.52 (93 percent)—exceeding DAU's target of 80 percent by 13 percent





DAU Student Services 1-888-284-4906

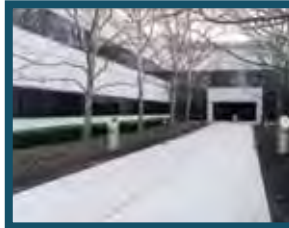
e-mail: student.services@dau.mil

For more information on the Defense Acquisition University, call 1-888-284-4906 or visit the DAU Web site at www.dau.mil

DAU Locations



**West Region
San Diego, CA
619-524-4814**



**Midwest Region
Kettering, OH
937-781-1025**



**South Region
Huntsville, AL
256-922-8020**



**Mid-Atlantic Region
California, MD
240-895-7344**



**Capital & Northeast Region
Fort Belvoir, VA
703-805-2764**



**Defense Systems Management College
Fort Belvoir, VA
703-805-2436**

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