



Annual Report

2015

Current. Connected. Innovative.



DAU MISSION

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



PRESIDENT'S LETTER



knowledge gained in the classroom. It gives individuals quick, intuitive access to information and job support tools, and connects them anytime to other acquisition professionals. In FY15, DAU:

- Hosted 52 communities of practice;
- Provided 24 job support tools;
- Engaged with the workforce for more than 70,000 hours in online resource assets.

An organization's complex problems require face-to-face support. DAU's Performance Learning program places seasoned faculty onsite at acquisition organizations to provide consulting or workshops to address unique mission needs. In FY15, DAU:

- Provided 344,869 hours of performance learning;
- More than 300 consulting engagements;
- More than 200 workshops.

I am once again proud to report a successful year for DAU. Despite the continuing budget constraints, we were able to resume hiring key personnel – 36 faculty and staff. The new employees are critical to ensuring the Defense Acquisition Workforce receives the most current and relevant training possible.

Our highlight this year was the refinement of our award-winning Acquisition Learning Model (ALM). The ALM integrates our products and services and focuses on improving the acquisition outcomes of our customer organizations. We identified three main areas where we could influence and empower the workforce: classroom training (Foundational Learning); tools the workforce can use on the job (Workflow Learning); and face-to-face engagement with acquisition organizations through consulting and customized workshops (Performance Learning).

Gaining acquisition knowledge and skills is essential to the long-term success of everyone in the workforce. DAU's foundational learning gives the workforce this long-term knowledge through structured learning in training courses, continuous learning modules, and rapid deployment training. In FY15, DAU:

- Delivered more than 7 million hours of foundational learning;
- Graduated 173,773 students;
- Offered 310 online continuous learning modules with more than 700,000 completions.

Access to acquisition knowledge in the workplace improves efficiency, innovation, and effectiveness—enhancing job performance. DAU's workflow learning program augments the

The ALM is now the backbone for the University; it ensures that all parts of our organization collaborate to incorporate the needs of the workforce into our learning assets. As our people interact with Defense Acquisition Workforce members—whether in a classroom environment, through one of our communities of practice, or during consulting engagements or workshops—they are learning what the workforce needs and bringing that back to the University. By incorporating these lessons learned into our learning assets, we are helping acquisition organizations achieve successful acquisition outcomes.

Our results have been favorable—we've received favorable reviews from our students, from their program managers, and from peer learning organizations alike. We have a student approval rating of 92 percent, well above the average scores for other corporate universities. For the second year in a row, we were named the Corporate University of the Year for North America by CUBIC (Corporate University Best In Class). Additionally, DAU was named an Elearning Top 100 Best Government organization and, for the fifth consecutive year, a Chief Learning Officer LearningElite Award-winning university—finishing number two in the prestigious international competition.

I couldn't be prouder of the DAU faculty and staff. They have made our continued success possible by their energetic implementation of the ALM and dedication to the success of the Defense Acquisition Workforce.

WHAT'S INSIDE

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8 2015 IN REVIEW

10 FOUNDATIONAL LEARNING

The infographic consists of two rounded rectangular boxes. The left box has a black border and contains the text '2015 IN REVIEW' above a circular icon of a calendar. A large blue number '8' is positioned to the left of the box. The right box has a red border and contains the text 'FOUNDATIONAL LEARNING' above a circular icon of a person sitting at a desk with a laptop. A large blue number '10' is positioned to the left of the box. A vertical dotted line runs between the two boxes.

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ACQUISITION



In 2015, DAU launched a new model for the professional development of the Defense Acquisition Workforce—the Acquisition Learning Model (ALM). The ALM recognizes that we provide the workforce with three types of learning that are distinct, but supportive of each other—Foundational Learning, Workflow Learning, and Performance Learning.

The first, Foundational Learning, gives the workforce long-term knowledge and habits of mind through structured learning in training courses, continuous learning modules, and rapid deployment training. This learning is essential to the long-term success of everyone in the workforce. DAU is enhancing foundational learning with the rapid insertion of new information, best practices, and more exercises that promote critical thinking, team-building, and problem solving. Foundational Learning is also informed by what our mission assistance teams discover during Performance Learning engagements, as they help acquisition teams solve real-world problems. It is connected to Workflow Learning by introducing students to our online knowledge resources and tools in the classroom and in distance learning courses so that they are encouraged to use them throughout their careers. Our objective is to ensure students leave our courses informed, challenged, and armed with the tools they'll need to succeed.

Workflow Learning builds on Foundational Learning and helps the workforce succeed on the job every day by providing access to online acquisition resources and job support tools. It provides us the opportunity to help the workforce long after they've completed their certification training. Acquisition professionals will go to DAU's Web site to find a resource they learned about in a DAU course and now need to use to accomplish a task on the job. And, while they're on our Web site, they will learn about breaking news or find a new insight in their field or in the more global challenges of acquisition. This type of learning will be particularly important to the new generation of acquisition workforce members.

LEARNING MODEL

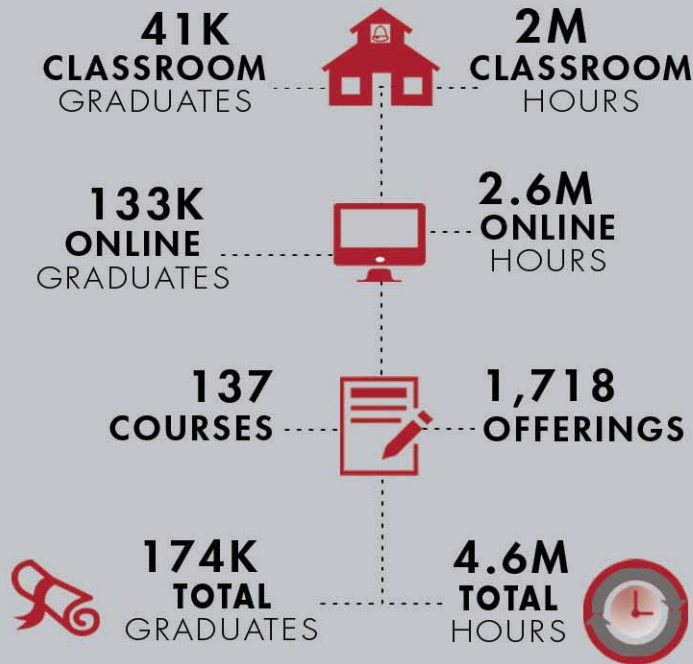
Finally, Performance Learning enables DAU to help acquisition organizations achieve better acquisition outcomes by applying significant resources at critical points in the acquisition process. Performance Learning includes mission assistance, workshops for teams, and applied acquisition research. We are increasing our presence in the acquisition environment by doing more mission assistance for programs and teams at critical junctures. In the process, our faculty is continuously exposed to current acquisition problems and solutions, bringing this knowledge back to the classroom and also using it to develop workflow learning assets that benefit the entire workforce. This third learning domain has experienced a growing demand because its impact on acquisition outcomes is particularly profound.

As this new model becomes institutionalized, DAU will still be known for exceptional structured learning needed by the workforce to thrive in an increasingly complex environment, but it will also be increasingly known as the place the workforce goes for information to support workplace job performance, and as a resource that acquisition organizations can call upon when they need help with their program or service acquisition. In short, DAU will be there to help the Defense Acquisition Workforce achieve better acquisition outcomes, now and in the future.

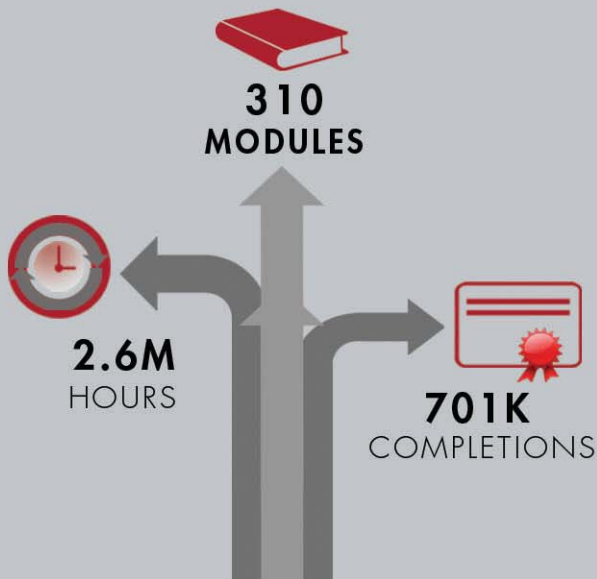


FOUNDATIONAL LEARNING

TRAINING



CONTINUOUS LEARNING



RAPID DEPLOYMENT TRAINING



WORKFLOW LEARNING

KNOWLEDGE SHARING



77K
CONTACT
HOURS



65K
CONTACT
HOURS

14M
PAGE
VIEWS



5M
PAGE
VIEWS

52
CoPs

JOB SUPPORT TOOLS

24



7.8M
LEARNING HOURS
DELIVERED



PERFORMANCE LEARNING

MISSION ASSISTANCE

77K
HOURS



369
EFFORTS

WORKSHOPS

268K
HOURS



202
EFFORTS

RESOURCES

88



CLASSROOMS

591



FACULTY AND STAFF

Gaining acquisition knowledge and skills is essential to the long-term success of everyone in the workforce. DAU's foundational learning gives the workforce this long-term knowledge through structured learning in training courses, continuous learning modules, and rapid deployment training.

TRAINING

DAU offers training courses for each of the 14 Defense Acquisition Workforce Improvement Act (DAWIA) career fields. Defense Acquisition Workforce members must be certified for the positions they hold. Through DAU's 137 core certification and core plus training courses, workforce members are able to fulfill the training requirements for their career-field certifications. In FY15, there were:

- 4,654,191 hours of training
- 173,773 total graduates
- 132,788 online graduates
- 40,985 classroom graduates

CONTINUOUS LEARNING

Defense Acquisition Workforce members must keep current with new policies and initiatives. DoD policy requires workforce members to earn 80 continuous learning points every 24 months to maintain currency in their career fields. DAU's Continuous Learning Center is available anytime, anywhere, allowing the workforce to cost-effectively meet continuous learning requirements. In FY15, there were:

- 310 continuous learning modules available
- 700,788 completions
- 2,615,190 contact hours

F FOUNDATIONAL LEARNING

RAPID DEPLOYMENT TRAINING

Rapid deployment training provides training of the Defense Acquisition Workforce on initiatives and policy changes. This approach includes quick notification and training by posting new policy training materials online within hours following policy release and by sending DAU training teams to major DoD AT&L field organizations. In FY15, there were:

- 24 events
- 2,340 contact hours



GAIN ACQUISITION KNOWLEDGE
AND SKILLS

TRAINING COURSES

SENIOR LEADERSHIP COURSE PILOTED

Throughout FY15, DAU professors from DAU South, West, and Midwest worked together to pilot a new course—TLR 350, Advanced Technical Leadership. The one-week course is designed to provide senior-level leadership training for Defense Acquisition Workforce members who are already Level III certified. The course focuses on leadership, motivation, values, complexities, and technical problem solving. Students work on their own leadership styles by developing plans to improve their technical leadership skills.



IT COURSES REVAMPED AND PREDESIGNATED "ISA" COURSES FOR FY16 LAUNCH

In order to maximize the potential for Information Technology students to develop, deliver, and sustain IT systems, professors at DAU's Capital and Northeast, West, South, and Midwest regions collaborated using SharePoint tools to update several Information Resource Management and Software Acquisition Management DAWIA courses during FY15. Additionally during FY15, IT, IRM and SAM courses were redesignated as ISA, or Information Systems Architecture, courses. Course development and revision for IRM 202, Intermediate Information Systems Acquisition, resulted in numerous updates and successful pilots. The course was relaunched as ISA 201. SAM 301, Advanced Software Acquisition Management, also underwent a complete revision and is expected to be launched in FY16 as ISA 320 and reflect the most current IT policy, state of practice, and competencies. Other core IT courses—IRM 101 and IRM 304—are also scheduled to launch at the beginning of FY16 as ISA 101, Basic Information Systems Acquisition, and ISA 301, Advanced Information Systems Acquisition, respectively.

A BUSY YEAR FOR LOG CURRICULUM

More than 650 changes were incorporated into a thoroughly revised pilot for LOG 200, Product Support Strategy Development, Part A. The new LOG 200 makes extensive use of real-life illustrations and examples, scenario-based learning, critical thinking, and integration with a myriad of workflow learning assets, including ACQuipedia, the Acquisition Community Connection, and Performance Support Tools.

LOG 204, Configuration Management Course, and LOG 235, Performance-Based Logistics, also underwent extensive revisions during FY15. Changes were made to incorporate current Department of Defense policy, updated standards, and student feedback. Additional enhancements to the courses included using micro-video lectures and other interactive methods to improve student engagement. A revised LOG 215, Technical Data Management, also was launched during FY15. A revised curriculum for LOG 211, Supportability Analysis, was forwarded to Missile Defense Agency for review, with deployment expected during FY16.



BCF UPDATES INCLUDE REAL-WORLD APACHE DATA

During FY15, core courses in the Business–Financial Management career field were revised to maintain currency and relevancy for the Defense Acquisition Workforce. As part of the curriculum revision, data from the Apache Program Office was collected and used in integrated case studies that will influence the curriculum content of BCF 107, Applied Cost Analysis; BCF 204, Intermediate Cost Analysis; and BCF 302, Advanced Concepts in Cost Analysis. The data is also expected to be incorporated into future course revisions for BCF 206, Cost Risk Analysis, and BCF 215, Operating and Support Cost Analysis.



. SMALL AND LARGE EVM UPDATES IMPACT WORKFORCE AT ALL LEVELS

An increase in demand for earned value management courses has necessitated reviews of EVM 101 and EVM 201. These redesigned courses impact multiple defense acquisition career fields and provide cross-functional training for the Defense Acquisition Workforce. During FY15, EVM 101 required a complete rewrite to ensure students are provided accurate and current information on EVM fundamentals. As part of the curriculum development process, both student and instructor pilots

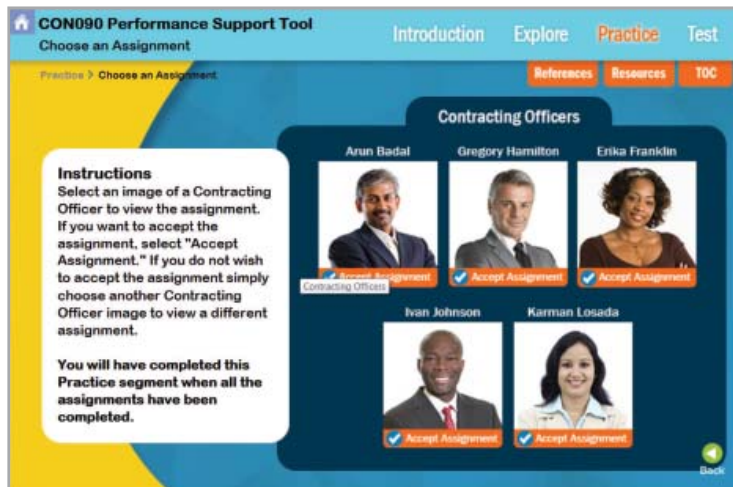
provided feedback to revise the course. EVM 201 required a much smaller revision focused on policy and guidance updates and an update to the software used in risk assessment. The revised course will launch in FY16. Additionally, the U.S. Army requested that EVM 263 be incorporated into the Command and General Staff Officers Course at Fort Leavenworth, Kansas.

CCM SUPPORTS DCMA WITH QA, EVM COURSES

During FY15, the College of Contract Management (CCM) provided several distance learning courses to Defense Contract Management Agency (DCMA), two of which supported the DCMA quality assurance training goals. The 7-hour CMQ 142, Basic Measuring, was fielded and scheduled for release in FY16. The course will be a companion and introduction to CMQ 242, Measuring Techniques. CCM also deployed CMQ 230,

Quality Control Graphics and Charting, a 10-hour entry-level course for quality assurance specialists. Additionally, CCM made the online course CMQ 100, Introduction to Quality Assurance, open for non-DCMA Defense Acquisition Workforce members.

CCM fielded the first earned value management course for the DCMA workforce—CMI 100, Integrated Program Reporting Basics. The distance learning course will introduce DCMA personnel to key aspects of EVM, including forecasting, analysis, and reporting.



CON 090 PRE-COURSE WORK PERFORMANCE TOOL LAUNCHED

CON 090 is the fundamental course for everyone in the contracting career field. In this intense 4-week course, students become familiar with the Federal Acquisition Regulation (FAR), which is critical to their job success. However, some students were performing poorly in this course. In response, a DAU team went to work identifying possible causes of the poor performance. They determined that students might benefit from having targeted learning and practice opportunities before entering the classroom. The CON 090 leadership team developed an engaging, interactive, real-world, problem-based, learner-controlled, online learning environment that is launched from Blackboard. The “Pre-Course Work Performance Tool” provides students with real-life contracting scenarios that encourage them to practice researching, interpreting, and applying regulatory language to improve acquisition outcomes. Since implementation of this tool, the student pass rate has increased by more than 6 percent.



DAU COURSES APPROVED BY ACE FOR COLLEGE CREDIT



During FY15, the American Council on Education’s (ACE) College Credit Recommendation Service reviewed several DAU courses in the Life Cycle Logistics; Business, Cost Estimating and Financial Management; and Engineering and Technology career fields to assess the applicability of the courses for credit toward college degrees. Following their recommendations, more of our partner colleges and universities will accept credit for the completion of DAU courses and allow Defense Acquisition Workforce students to apply these credits towards bachelor’s and master’s degrees and other certifications. ACE reviewed the following courses:

- BCF 103 Fundamentals of Business Financial Management
- BCF 106 Fundamentals of Cost Analysis
- BCF 206 Costs Risk Analysis
- BCF 302 Advanced Concepts in Cost Analysis
- EVM 262 EVMS Validation and Surveillance
- LOG 103 Reliability, Availability, and Maintainability (RAM)
- LOG 201 Intermediate Acquisition Logistics, Part B
- LOG 206 Intermediate Systems Sustainment Management
- LOG 215 Technical Data Management
- LOG 340 Life Cycle Product Support
- TST 102 Fundamentals of Test and Evaluation
- TST 204 Intermediate Test and Evaluation
- TST 303 Advanced Test and Evaluation

ACE reviewers commended the courses for being well organized and comprehensive. LOG 215 was also recognized for using intense course materials, such as interactive exams and case studies, to support learning objectives. BCF 302, Advanced Concepts in Cost Analysis, and EVM 262, EVMS Validation and Surveillance, were noted for their promotion of critical thinking during instruction. Likewise, reviewers commented that LOG 201, Intermediate Acquisition Logistics, Part B, and LOG 340, Life Cycle Product Support, reinforced student critical thinking due to problem-solving-oriented curricula. The ACE reviewers also praised TST 204, Intermediate Test and Evaluation, and TST 303, Advanced Test and Evaluation, for providing students with a proficiency level comparable to three or more full years of engineering systems and systems management study.



STM 304 WELL RECEIVED BY STUDENTS, READY FOR FY16 LAUNCH

DAU developed and piloted STM 304, Leadership in Science and Technology Management, replacing STM 303 as a Level III DAWIA STM certification requirement. The new course

emphasizes science and technology portfolio management and strategic planning, using complex critical thinking exercises to challenge students.



. ENGINEERING CURRICULUM UNDERGOES EXTENSIVE CHANGES

During FY15, curricula for the Engineering career field underwent several major revisions designed to improve the efficiency of the Defense Acquisition Workforce and provide them with the latest policy and guidance. At the most foundational level, ENG 101, a new introductory systems engineering course, replaced SYS 102 as the 100-level engineering course needed for DAWIA certification. Additionally, the introductory course ENG 102 was fielded and ENG 160 entered the final phases of development following the approval of the course's first three modules. SYS 203, was replaced by ENG 202, Applied Systems Engineering in Defense Acquisition, Part II. Through its piloting and fielding, ENG 202 was the



most widely attended Engineering and Technical Management course in FY15.

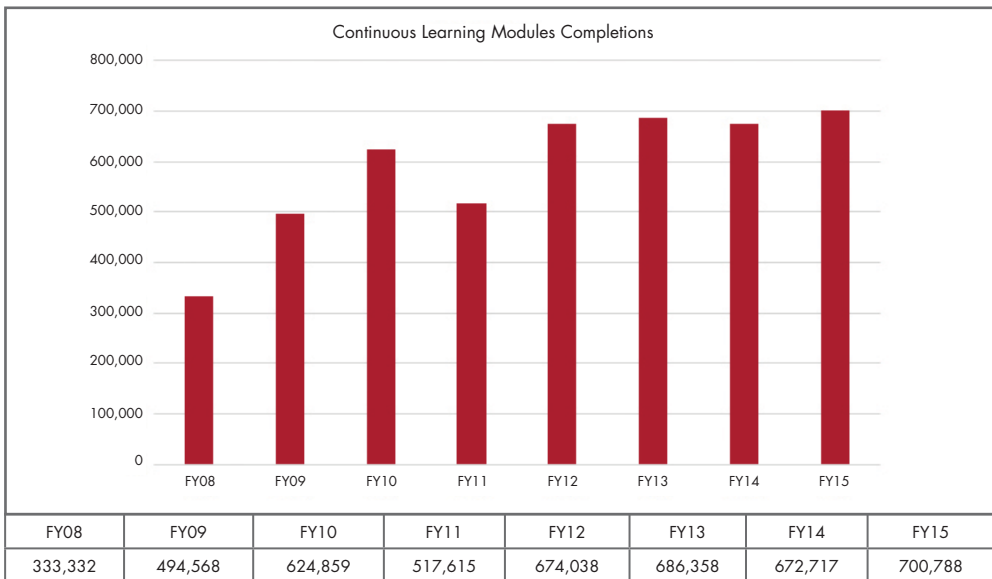
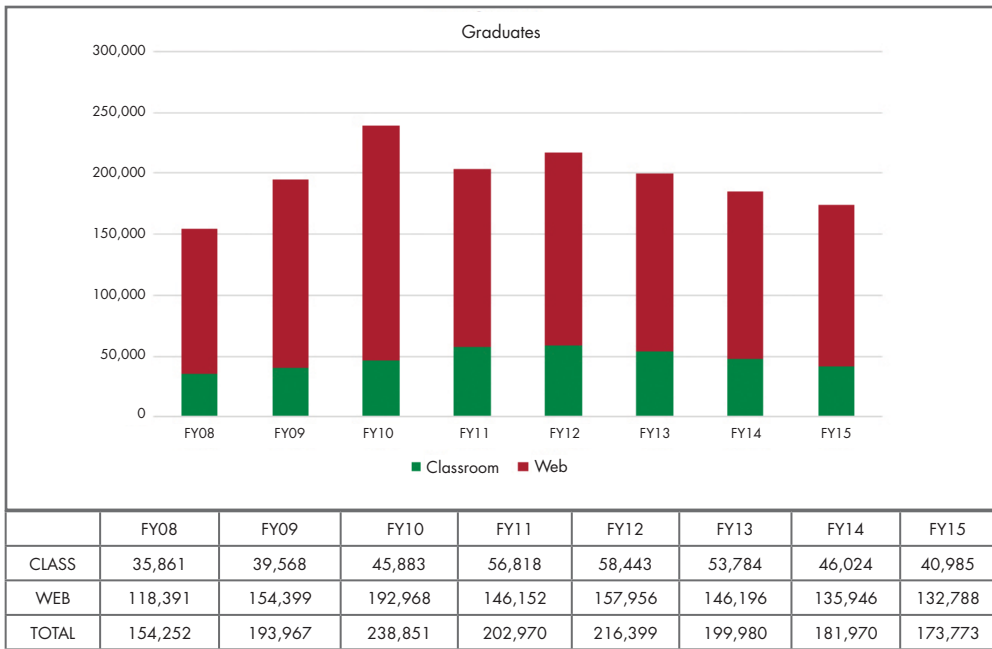
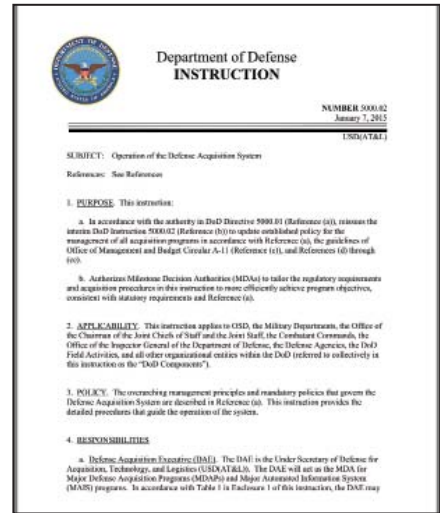
DAU sprint teams from DAU South, Midwest, West, and the Capital and Northeast Region cooperated to quickly develop ENG 201, Applied Systems Engineering in Defense Acquisition, Part I. Curriculum development sprint teams also developed a new ENG 204, Applied Systems Engineering in Defense Acquisition, Part I, to replace SYS 202 in the Engineering curriculum.

DAU developed and fielded ENG 301, Leadership in Engineering Defense Systems, and began offering the course in FY15. The course was developed to advance the Better Buying Power 3.0 goal of strengthening the engineering skills of the workforce.

RAPID DEPLOYMENT TRAINING

RAPID DEPLOYMENT TRAINING: SPECIALIZATION WHEN THE WORKFORCE NEEDS IT

During FY15, many of DAU's expert acquisition practitioners worked directly with Department of Defense organizations to improve their understanding of policy and guidance updates. These smaller, rapid deployment training (RDT) opportunities cover a variety of topics and provide an opportunity for acquisition personnel in major programs—such as the Marine Corps Systems Command, Army Close Combat Weapon Systems Project Office, Space and Missile Systems Command, and Missile Defense Agency—to directly engage with our experts. Major policy updates that organizations requested training on during FY15 included the release of the Better Buying Power 3.0 and DoD Instruction 5000.02, totaling 24 RDT engagements with more than 2,500 Department of Defense employees and contractors.



CONTINUOUS LEARNING

CLMs KEEP THE WORKFORCE UP-TO-DATE

DAU's online Continuous Learning Modules (CLMs) offer Defense Acquisition Workforce members opportunities to refresh their skills and earn Continuous Learning Points from the convenience of their home or office. CLMs are routinely updated to ensure that the acquisition workforce has the latest information available. During FY15, some of the CLM revisions included:

TECHNOLOGY REFRESHMENT PLANNING **CLL 019**

CLL 019 is key enabler in meeting the USD (AT&L) objective of designing acquisition programs to support technology insertion and establishing practices to use technology refreshment or more frequent replacement cycles through developmental planning. It was revised to emphasize Better Buying Power (BBP) 3.0 principles that relate to technology refreshment and open systems architectures including life-cycle opportunities for technology insertion, appropriate technology refreshment/replacement cycles, and fiscal constraints to technology insertion.

SYSTEM RETIREMENT, MATERIEL DISPOSITION, RECLAMATION, DEMILITARIZATION AND DISPOSAL **CLL 051**

International content was revised to be accurate and complete regarding materiel disposition choices involving foreign nations.

CAPABILITIES-BASED ASSESSMENT **CLR 250**

CLR 250 was updated to incorporate the latest changes to DoDI 5000.05 and the Joint Capabilities Integration and Development System (JCIDS) Manual.

DEVELOPING PERFORMANCE ATTRIBUTES **CLR 252**

Revisions reflected changes to the Chairman of the Joint Chiefs of Staff Instruction 3170, the Joint Capabilities Integration and Development System and its manual.

New CLMs are regularly deployed to reflect changes in acquisition career fields, as well as policy updates. The process for developing and releasing these CLMs is no less rigorous than the development of classroom courses. New CLMs deployed during FY15 included:

EXPORT CONTROLS **CLC 048**

Communicates the roles and responsibilities of requiring officials, contracting officers, and technical specialists in effectively implementing export control acquisition policies in Department of Defense contracts.

INTEGRATED TESTING **CLE 030**

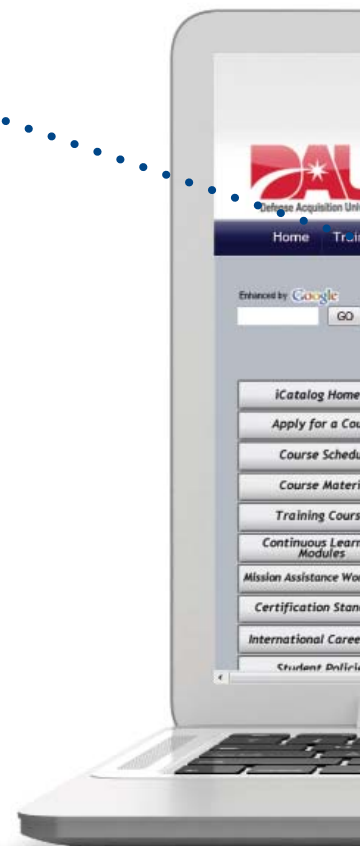
Provides information and resources on test and evaluation (T&E) in the Defense acquisition life cycle and on the integrated testing concept. Topics include common types of T&E used by most acquisition programs, T&E master plans, and the goals and benefits of integrated testing.

CYBERSECURITY THROUGHOUT DoD ACQUISITION **CLE 074**

Provides foundational understanding of basic principles of cybersecurity and cybersecurity risk management in the defense acquisition field. It also covers the importance of including cybersecurity in the contracting process, logistics, engineering, program management, and throughout acquisition.

RELIABILITY AND MAINTAINABILITY **CLE 301**

Defines reliability, availability, and maintainability (RAM) and explores the significant influence of reliability and maintainability on systems. It also provides practical techniques that may be applied in an acquisition program to achieve the desired levels of Reliability and Maintainability.



CERTIFYING OFFICER LEGISLATION TRAINING FOR PURCHASE CARD PAYMENTS **CLG 006**

Provides Defense Acquisition Workforce members with a background and legal requirements of the law and regulations for certifying officers. The course is mandatory for many certifying officers in the Federal Government.

PERFORMANCE-BASED LOGISTICS (PBL) CONTRACTING STRATEGIES **CLL 031**

Supports the BBP initiative of "ensuring the effective use of PBL." The online module provides a foundation for the basic support, contracting concepts, and business practices inherent in developing and implementing effective and successful PBL. It also addresses performance-based logistics and applicable contracting principles and practices so the learner understands how the logistician and contracting officer can best work together to ensure the effective use of PBL.

SUSTAINING ENGINEERING **CLL 059**

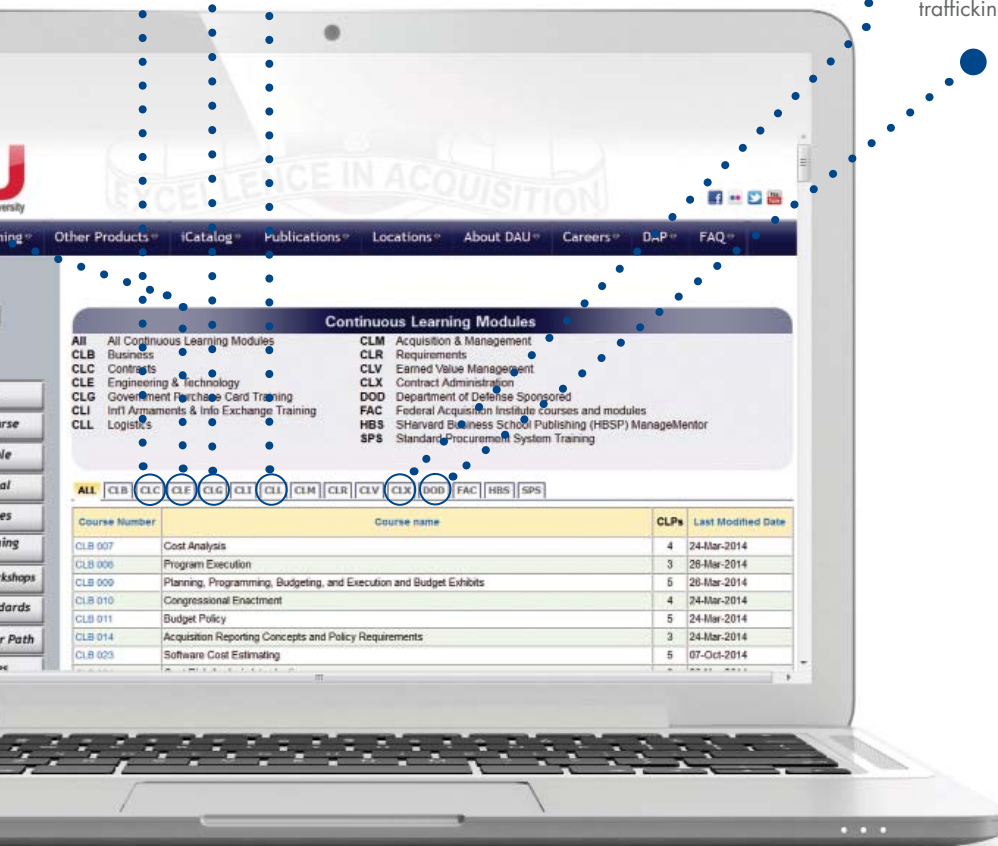
Broadens the understanding of sustaining engineering (one of the 12 interdisciplinary Integrated Product Support Elements) and how it can improve system supportability and reduce costs. It also focuses on developing a more granular support strategy in the Life Cycle Sustainment Plan and the linkage between systems/sustaining engineers and life-cycle logisticians/product support managers.

INTRODUCTION TO FAILURE MODE EFFECTS ANALYSIS (FMEA) **CLX 160**

Provides the basic knowledge and skills to identify failure modes with relatively high probability and severity of consequences.

COMBATTING HUMAN TRAFFICKING FOR DOD ACQUISITION PROFESSIONALS **DOD 002**

Informs Defense acquisition and contracting professionals about combatting trafficking in persons in Department of Defense contracts. This includes an overview of laws and regulations and of the responsibilities to prevent, identify, and respond to abuses. This module will help learners understand how to uphold the zero-tolerance policy and ensure taxpayer dollars do not contribute to trafficking in persons.



Access to acquisition knowledge outside traditional learning environments improves efficiency, innovation, and effectiveness—enhancing job performance. DAU’s workflow learning program augments the knowledge gained in the classroom. It gives individuals quick, intuitive access to information and job support tools, and connects them anytime to other acquisition professionals.

JOB SUPPORT TOOLS

Job support tools fill the gaps between formal courses and on-the-job learning. These tools assist the workforce by enhancing knowledge gained in certification courses, continuous learning modules, and knowledge sharing opportunities by providing job support at the point of need and enabling the workforce to “learn by doing.” Tools include Program Managers e-Tool Kit, Acquisition Requirements Roadmap Tool (ARRT), and Milestone Document Identification Tool.

- 24 Job Support Tools

WORKFLOW LEARNING

KNOWLEDGE SHARING

Knowledge sharing—achieved by blending people, processes, and information technology—is key to acquisition situational awareness for improved acquisition outcomes. Leveraging advanced portal and collaboration technologies, DAU’s online resources and interactive venues facilitate access to the documented knowledge and the sharing of experience and lessons learned among individuals and organizations. In FY15, there were:

- 14,188,090 page views and 76,815 contact hours on the Defense Acquisition Portal
- 4,856,428 page views and 64,513 contact hours on the Acquisition Community Connection
- 52 communities of practice



FIND ACQUISITION RESOURCES
TO HELP ON THE JOB

KNOWLEDGE SHARING

••••• DAU ONEPORTAL—FUTURE OF UNIFIED WEB PRESENCE

DAU is transitioning from a legacy system that has supported the Acquisition Community Connection (ACC) site for more than a dozen years to SharePoint 2013, to better align the DAU Web presence and platform, creating a unified OnePortal. SharePoint is also the platform for the new DAU homepage currently under construction. SharePoint offers many social and collaborative capabilities and trends. Communities

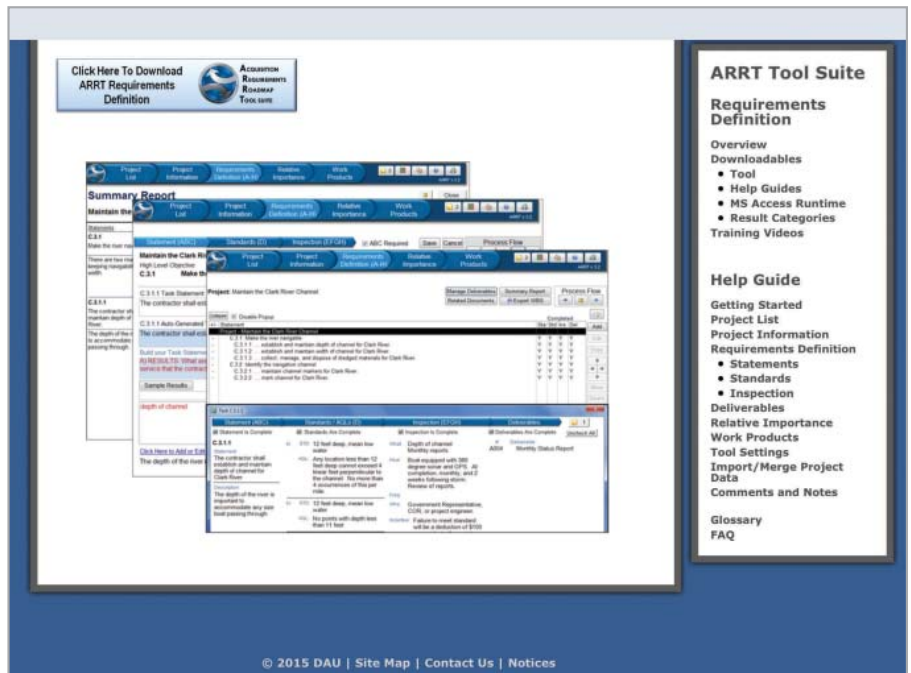
of Practice members, DAU leaders, and ACC stakeholders provided feedback and recommendations to help identify key pieces to transition to the new DAU OnePortal, the one-stop-shop for faculty, staff, students, and workforce members. Job support tools, including short videos, simulations, and templates will be available, as well as collaboration features with experts, mentors, and peers through communities and blogs.

SERVICES ACQUISITION TOOLS •••••

DAU updated two of the tools in the Acquisition Requirements Roadmap Tool (ARRT) Suite—ARRT-Requirements Definition 4.1 and ARRT-Evaluations Factor 2.0. ARRT-RD 4.1 included feature improvements. ARRT-EF 2.0 updates included a new process for developing evaluation approaches for source selection, ability to import ARRT-EF projects from other files, and onscreen preview of relative importance wording. Launched in 2011, ARRT is an automated job assistance tool. DAU later created ARRT Suite, introduced as a collection of tools to help users build strategic elements of their acquisition documents. Using ARRT Suite, workforce members can create Performance Work Statements (PWS), Quality Assurance Surveillance Plans, and Performance Requirement Summaries. Also during FY15, the Defense Information Systems Agency accepted ARRT-built PWS as part of Request for Proposals packages, and has AART instructions and templates on the agency Web site. AART is endorsed by the Under Secretary of Defense (AT&L), Office of Defense Procurement and Acquisition Policy, as well as the Services Acquisition Functional Integrated Product Team in order to improve tradecraft in the acquisition of services.

In April 2015, DAU officially launched Services Acquisition Mall (SAM) 5.0. The new version includes the two updated ARRT tools. SAM

provides usable tools and templates to create performance-based services acquisition requirements, intended to help users get jobs done. The mall, originally “opened” in 2010, consists of “wings” and “stores” containing information related to categories of service. Categories include Knowledge Based Services, Equipment Related Services, Medical Services, Construction Services, Logistics Management Services, Research & Development Services, Electronics & Communications Services, Transportation Services, and Facility Related Services.



DAU USES MANY VIRTUAL MEETING CAPABILITIES

With customers, faculty, staff, and students worldwide, DAU uses online capabilities to interact better through programs such as WebEx, Microsoft Lync, Skype for Business, Defense Collaboration Services, and Webconnect. The various programs allow DAU to connect internally and externally. These webinars provide highly interactive learning sessions, which are particularly beneficial as DAU continues to target virtual learning for both students and the Defense Acquisition Workforce members on the job.

The DSMC Requirements Management Department conducted multiple webinars for DAU RQM 310 (Advanced Concepts and Skills for Requirements Management) graduates and for members of the online Requirements Community of Practice (RMCoP). The Requirements Management Department conducts a webinar every 3 months in order to maintain contact with graduates and help build the requirements community. Webinar topics included cybersecurity, changes to requirements training, DoDI 5000.02 updates, and new online content on the RMCoP.

DAU presented several policy update webinars across regional campuses on DoDI 5000.02, "Operation of the Defense Acquisition System." These webinars serve as a vehicle for rapid deployment training, a very efficient method for Defense Acquisition Workforce members not attending DAWIA classes to get the latest updates.

DAU provided a virtual presentation to the Agile/Earned Value Management (EVM) dictionary working group coordinated by the OSD Program Assessments and Root Cause Analyses organization. The presentation provided a path forward for the group to deliver an integrated EVM dictionary for use across the DoD.

Other webinars included:

- ARRT 4.0 functionality and application
- "Product Support Analysis (PSA): An Intersection of Supportability Analysis and Acquisition Logistics"
- Acquisition Source Selection Interactive Support Tool (ASSIST)



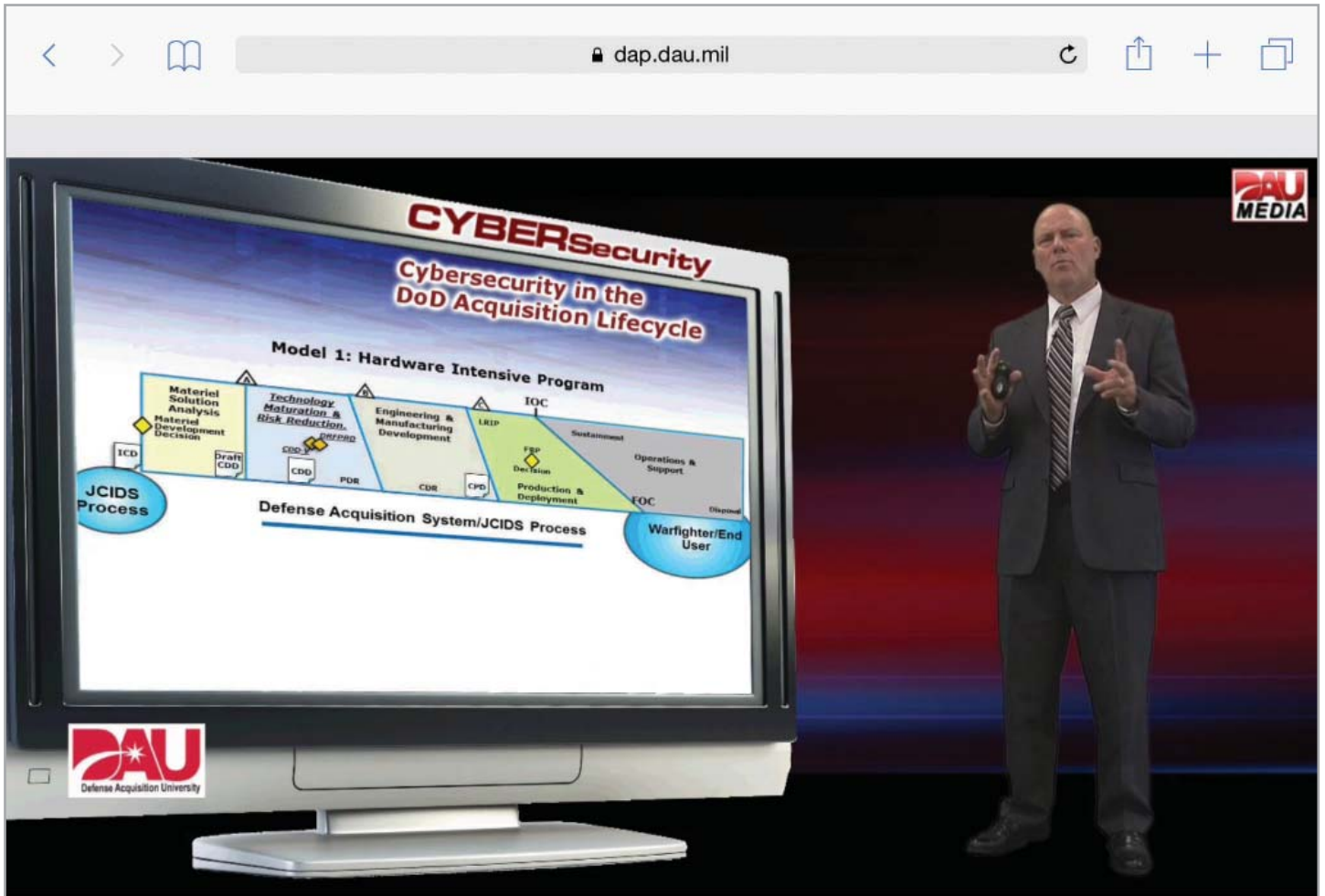
ACQUIPEDIA ARTICLES

ACQuipedia articles are a major destination and resource portal for Defense Acquisition Workforce members seeking more knowledge about a variety acquisition topics. To ensure currency, DAU faculty review and update articles annually. Several DAU faculty published ACQuipedia articles this year on topics such as Defense Logistics Agency capabilities, opportunity management within defense acquisition programs, and performance-based logistics supporting Better Buying Power 3.0 initiatives. Lifetime total page views for these logistics articles stand at 1,837,410 as of September 9, 2015, with 253,254 total page views for FY15. These articles remain first-stop destinations and resource portals for Defense Acquisition Workforce members.



DAU REACHES WORKFORCE THROUGH YOUTUBE

DAU created an 8-minute cybersecurity video to quickly reach the workforce on the importance of cybersecurity in the DoD acquisition life cycle. The video also gives viewers information on how DAU can help address their cybersecurity-related issues.



DAU LAUNCHES NEW PERFORMANCE-BASED LOGISTICS JOB SUPPORT TOOL

In support of the Better Buying Power 3.0 "Incentivize Productivity in Industry and Government" initiative to "ensure effective use of PBL," DAU launched a new Performance-Based Logistics (PBL), Performance Work Statement (PWS) Development job support tool on August 18, 2015. Accessible from the Life-Cycle Logistics Community of Practice, this new capability helps Defense Acquisition Workforce members develop effective and comprehensive PWSs for implementing best-value PBL Product Support Arrangements (PSAs). Product support managers (PSMs), life-cycle logisticians, contracting officer representatives, and

others responsible for developing PBL PWSs will find this tool helpful for capturing requirements, outcome-based performance statements, measurement standards, and the associated Quality Assurance Surveillance Plan. Supporting this capability is the comprehensive existing Acquisition Requirements Roadmap Training (ARRT) Tool, which was initially developed as a BBP job aid designed to help Defense Acquisition Workforce members improve tradecraft in the expanding field of services acquisitions.

The screenshot displays the Defense Acquisition Portal website interface. At the top, there is a navigation bar with links for Feedback, Site Map, FAQ, Help, Tutorial, DAU, and social media icons for Facebook and iTunes. A search bar is located on the right. Below the navigation bar is the main header "Defense Acquisition Portal" with a sub-menu including Home, Acquisition Process, Policy, Communities of Practice, Training and Continuous Learning, Industry, and Applications. The "Applications" menu item is selected, leading to a page titled "Home > Applications".

The page content is organized into three main sections:

- AT&L Knowledge Management Systems (AKMS):** This section includes "AT&L Acquisition Systems and Sites" with icons for ACQlopedia, Acquisition Community Connection, ACQ P² L², Ask A Professor, Better Buying Power, Defense Acquisition Portal (Home), Defense Acquisition University, Human Capital Initiatives, Mission Assistance, and Services Acquisition Mall (SAM).
- Education and Training:** This section includes icons for Continuous Learning Games, Enroll in a Course, Hot Topic Forums, Interactive Catalog, Training Center, Training FAQs, and Virtual Campus.
- Job Aids:** This section is divided into two rows of icons representing various tools:
 - Row 1: Acquisition Requirements Roadmap Tool (ARRT), Contracting Methods & Competition, Contract Property Toolkit, DoD IPS Implementation Roadmap, Failure Mode Effect Analysis Tools, Generic Acquisition Process, LCSP Outline (Simple), LCSP Outline, Life Cycle Sustainment Plan Template, Milestone Document Identification (MDID), PSC Selection Tool, Product Support Analytical Tools Database, Product Support Guidance, Policy, Tools, and Product Support Manager's Toolkit.
 - Row 2: Program Manager's e-Tool Kit, Proposal Development, SE Technical Review Timing, SE Technical Reviews (slider), USAF BES SE Process, Contract Types Card, FM Platinum Card, Risk Card, Gold Card (EVM), Diamond Card (PM), and Marble Card (Stakeholder).

An organization's complex problems require face-to-face support. DAU's Performance Learning program extends learning beyond the classroom and into the workplace. This program places seasoned faculty onsite at acquisition organizations to provide mission assistance or workshops to address unique mission needs.

WORKSHOPS

Workshops are offered on demand and can be delivered onsite. DAU faculty meet with leadership from an acquisition organization to determine specific or unique training needs. The workshops are then customized to address these needs and are delivered to intact acquisition teams in MDAPs, MAISs, and organizations preparing for a major services acquisition. This intact team training helps teams navigate critical stages of the acquisition and focuses on actual program situations using the organization's own documentation.

- 51 Services Acquisition workshops
- 151 Other workshops

PERFORMANCE LEARNING

MISSION ASSISTANCE

Mission assistance services address an acquisition organization's unique program needs and can be provided at critical points in the life cycle of a program. DAU teams apply proven practices and lessons learned; assess the health of a program; provide an objective look at critical aspects of a program; or review and analyze and organization's climate. These services come in the form of short- or long-term consulting engagements, MDAP/MAIS support, and collaborative problem-solving events. DAU also offers professional leadership development opportunities such as executive coaching and leadership development courses. In FY15, there were:

- 369 mission assistance events
- 76,777 contact hours



RECEIVE ASSISTANCE TAILORED
TO AN ORGANIZATION'S SPECIFIC NEEDS

CONSULTING

BBP TOUCHPOINTS INITIATIVES MUTUALLY BENEFICIAL TO PROGRAM OFFICE AND UNIVERSITY

During FY15, several DAU professors were embedded in major defense program offices to collect data on the acquisition workforce; to observe real-world application of defense acquisition policies and processes; and to provide feedback to the University to keep DAU faculty current on the challenges acquisition organizations face. DAU professors were embedded with five major programs, including the Indirect Fire Protection Capability (IFPC); Joint Air-to-Ground Missile System; and the Army's Integrated Personnel and Pay System.

Having DAU personnel embedded in these program offices enabled DAU to respond quickly to the organization's needs. In one case, our personnel embedded with the IFPC were able to identify the need for targeted risk management training, quickly recommend it to IFPC leadership, and coordinate with

DAU to schedule the training. These relationships are mutually beneficial: organizations immediately get training and mission assistance they need; DAU faculty currency is enhanced; and faculty bring their first-hand knowledge back to the classroom to keep our courses current.



SENIOR LEADERS LAUD DAU'S EXECUTIVE COACHING PROGRAM

Senior Army acquisition executives, including the Honorable Heidi Shyu, Assistant Secretary of the Army for Acquisition, Logistics, and Technology, and LTG Williamson, Principal Military Deputy, Assistant Secretary of the Army for Acquisition, Logistics, and Technology, have strongly encouraged Army Program Managers to participate in the DAU Executive Coaching program. LTG Williamson has been so impressed with the Executive Coaching program that he asked DAU to expand the assistance it provides to Army programs from 6 to 12. DAU

conducted 111 executive coaching engagements across all DoD components during FY15.

Key to the success of DAU's Executive Coaching program—which was recognized by the International Coaching Federation as "world class"—are the DAU executive coaches. Senior DAU faculty members attend a year-long Faculty Performance Development course, FPD 350, to be certified to coach a key Defense Acquisition Workforce leader.

DAU REVIEWS MISSILE PROGRAM'S ORGANIZATIONAL TRANSITION, LESSONS LEARNED



Program managers from the Long Range Anti-Ship Missile program reached out to DAU during FY15 to conduct an independent program review documenting the program's transition from Defense Advanced Research Projects Agency (DARPA) to the U.S. Navy. DAU Mid-Atlantic personnel conducted and

analyzed team effectiveness surveys and interviews to capture lessons learned, proven practices, and key decisions that made the program and its transition successful. Data collected by DAU personnel were highlighted in a *Defense AT&L* article and will be used in a curriculum case study.

DAU SUPPORT KEY TO OCSJX-15 SUCCESS

During FY15, DAU personnel provided direct academic support and curriculum development for the Operational Contracting Support Joint Exercise 2015 (OCSJX-15), formerly known as the Joint Contracting Readiness Exercise. Using DAU training slides, student exercises, and scenarios from CON 234 and CON 334, planners built their curriculum for the exercise, which provides an opportunity for operational contracting support specialists to

practice their craft and train on basic military tasks in a joint environment. DAU faculty developed hands-on training scenarios, checklists, tools, and templates for more than 1,000 military and civilian operational contracting specialists to execute during the event.



WORKSHOPS

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DAU WORKSHOPS TAKE KNOWLEDGE, TRAINING WHERE NEEDED

More than 50 DAU workshops are offered on demand and can be delivered onsite. Portions of this training also are delivered to intact acquisition teams in MDAPs, MAISs, and organizations preparing for major services acquisitions. This intact team training helps teams navigate critical stages of a program life cycle or a services acquisition and focuses on actual program situations using the organization's own documentation.

Services Acquisition Workshops (SAWs)

SAWs are opportunities for program offices to leverage the cross-functional knowledge and experience of our faculty to help organizations better execute major services acquisitions. A SAW is a seven-step, "just in time" event that helps organizations prepare for an actual services acquisition. In FY15, DAU conducted 51 SAWs. A series of SAWs for the F-35 Joint Strike Fighter program supported the BBP initiatives of "Achieve Dominant Capabilities While Controlling Lifecycle Costs," "Incentivize Productivity in Industry and Government," and "Improve Tradecraft in Acquisition of Services."



SAWs give participants hands-on training with tools, such as the Acquisition Requirements Roadmap Tool (ARRT) which improves the efficiency of defense acquisition. When the General Services Administration needed a short-notice SAW to define the requirements for protection services for millions of federal employees affected by the FY14 and FY15 data breaches, DAU personnel were able to respond immediately and demonstrate how our AART platform makes the process easier.



DAU also provided SAWs to the Department of Defense's largest acquisition of services program: Defense Health Agency Tricare T2017 services acquisition, a program valued at \$78 billion.

Other SAWs have been conducted for the F-22 PSM Program Office, Atlantic Undersea Test and Evaluation Center, Naval Air Warfare Center, White Sands Missile Range, U.S. Navy Pacific Missile Range Facility, U.S. Army Intelligence Center of Excellence, Fleet Readiness Center Western Pacific, F-35 Joint Strike Fighter, National Guard Bureau, Non-Standard Rotary Wing Aircraft, U.S. Army Corps of Engineers, TACOM Life Cycle Management Command, Maneuver Support Center of Excellence, Program Executive Office Special Operation Forces Support Activity, U.S. Army Information Technology Agency, Defense Human Resources Activity, Engineer Research and Development Center, and numerous other organizations.

Acquisition Program Transition Workshops

Acquisition Program Transition Workshops (APTWs) address the importance of quickly establishing effective working relationships and task priorities between government and industry program offices following contract award. These workshops assist government and industry program managers and staffs in aligning program expectations, organizations, processes, and functional lines of communication.



DAU conducted an APTW for the Integrated Pay and Personnel System— Army (IPPS-A) program at the prime contractor's facility in Chantilly, Virginia. IPPS-A is a MAIS program using agile software development. Approximately 90 persons from the program management office, the functional management division, Army Headquarters (G-1) and the

prime contractor (CACI) participated in the APTW, culminating nearly a year's worth of collaborative effort with DAU faculty. The APTW focused on joint government-contractor team alignment and processes, detailed planning for the program System Requirements Review and initial agile application to IPPS-A development. The joint government-contractor team established a clear understanding of team roles and responsibilities, metrics, communication plans, battle rhythm, and near-term action plans. Each IPT established their IPT charter and defined key interdependencies. DAU provided a faculty member to facilitate the eight IPTs and coach team leads. The IPPS-A program manager stated that his team had greatly improved their preparedness to execute the contract.

In FY15, APTWs were also conducted for the Joint Counter Radio-Controlled Improvised Explosive Device, Electronic Warfare Program; AGM- 65E2 Guidance Control Section Modification Program; VXX Presidential Helo Program; Surface Electronic Warfare Improvement Program; and other major defense programs.

Source Selection Simulations (SSSs)

Source Selection Simulations provide a realistic environment that immerses a source selection team in multiple activities necessary to execute an effective source selection. During a simulation, participants use the SSS tool to go through a comprehensive source selection process, including understanding a solicitation; analyzing proposals; writing evaluation worksheets and notices; and determining Source Selection Evaluation Board Chief and Source Selection Authority duties and responsibilities. This workshop reduces acquisition time because once the source selection team completes the workshop, they are highly familiar with the essential, critical components of a source selection.

An Air Force Installation Contracting Agency executive has called SSSs a "very powerful training approach..." Other participants in different SSSs said, "The exercises are realistic, showing what I can expect in the source selection"; "This is real!" and "Great to do this with people I will be working with in the source selection." The Deputy Assistant Secretary for Contracting, Office of the Assistant Secretary of the Air Force for Acquisition, and the Associate Deputy Assistant Secretary (Contracting) for Headquarters U.S. Air Force have both encouraged their acquisition personnel to review the SSS tool.



SSSs have been conducted for Air Force Life Cycle Management Center's (AFLCMC) Engineering, Professional, & Administrative Support Services (EPASS) Program Source Selection Team; Air Force Installation Contracting Agency; Air Force Installation Contracting Agency's 27th Special Operations Contracting Squadron; Navy Regional Plant Equipment Office; and numerous others.

EXECUTIVE WORKSHOPS OFFER SUPPORT AND OPPORTUNITY ••••• FOR WORKFORCE, DAU

DAU provides support to senior acquisition leaders, including general officers and Senior Executive Service (SES) members, with specifically tailored Defense Acquisition Executive Overview Workshops (DAEOW) and Requirements Executive Overview Workshops (REOWs). These executive overviews are designed to prepare incoming leaders for the intricacies of defense acquisition in their new positions and inform SES leaders of current and emerging issues and policy regarding DoD acquisition.

In FY15, DAU conducted 18 DAEOWs for 139 participants. These included 76 general/flag officers, members of the Senior Executive Service, and political appointees, as well as 48 senior direct reports; 15 personal and professional staff members of both the U.S. House of Representatives and the U.S. Senate; and executives from other Government agencies.

DAEOWs presented to:

- PEO Integrated Warfare Systems
- Principal Director Business Operations, DSCCA
- Commander, Warner Robbins Air Logistics
- OUSD AT&L Director, Human Capital Initiatives
- AMC/A5/8 Director, Strategic Plans, Requirements, and Programs
- Deputy Assistant Secretary of the Air Force for Logistics and Product Support
- Director, Secretary of the Air Force and Chief of Staff Executive Action Group
- OUSD AT&L Director, Special Programs
- Director & Deputy Director, Expeditionary Warfare, OPNAV N95
- Director, J8
- Boeing Program Managers Workshop
- Director, Defense Human Resources Activity (DHRA in the OUSD(P&R))

Additionally, DAU conducted 11 iterations of the Requirements Executive Overview Workshop (REOW) in FY15 for a total of 37 general/flag officers and members of the SES. This individually tailored, in-classroom, 1-day course provides these personnel with an executive-level understanding of the role of the requirements manager, as well as requirements management within the "Big A" acquisition construct.

FY15 REOW participants included:

- Deputy Director of Requirements, Air Combat Command
- Director, Surface Warfare Division, OPNAV N96
- Director, Requirements, Analysis and Resources for NORAD/USNORTHCOM
- Vice Commander, Air Force Global Strike Command
- Ordnance School Commandant/Chief of Ordnance, USA
- Deputy Commanding General, TRADOC; Commanding General, CASCOM
- Commanding General, USA Soldier Support Initiative
- Commandant, U.S. Army Engineer School
- Director, Concept Development and Learning, TRADOC/ARCIC
- Component Acquisition Executive, NGA
- Deputy Director of Force Protection and Counter Weapons of Mass Destruction, J8
- Commandant, U.S. Army Chemical, Biological, Radiological and Nuclear School, USA
- Director, Strategic Plans, Programs, Requirements, and Analyses, AFMC
- Director, Expeditionary Warfare, OPNAV N95
- Director, Strategic Plans, Programs, Requirements and Analyses, AFMC
- Director, Capabilities Development Command; Combat Development & Integration, USMC
- Vice Commander, 18th AF
- Corporate Director, Information Dominance OPNAV (N2/N6c)

SHOULD-COST WORKSHOPS

Should Cost is a key element of the Better Buying Power Initiative. In response to numerous requests for assistance in implementing Should Cost policy and identifying efficiency opportunities, DAU developed a Should Cost workshop.

DAU provided a three-part intact team-training event on Should Cost Management to the Navy's Program Executive Office for Command, Control, Communications, Computers, and Intelligence (PEO C4I). Participants represented five programs, including Distributed Common Ground System-Navy and Navy Advanced Extremely High Frequency Multi-band Terminal (NMT), both ACAT I programs. DAU presented an overview of Should Cost policy, and discussed the implementation of Should Cost from a program manager's perspective including Integrated Product Team make up. The participants worked as IPTs and reviewed program artifacts to identify cost drivers; conducted root cause analysis to identify potential cost reduction initiatives; prioritized cost reduction

initiatives to facilitate more detailed technical/risk analysis for feasibility; created a plan of action and milestones for the Should Cost initiatives; and established measurable targets. In one workshop, the programs identified \$32.9 million of potential savings. At the end of the sessions, the team had successfully developed a plan of action and milestones for the Should Cost initiatives that could be implemented.



. DAU SUPPORTS MAJOR DHA TRICARE SERVICES ACQUISITION

During FY15, DAU provided mission assistance and training through multiple workshops for the Defense Health Agency's (DHA) Tricare program. Tricare is a health care program of the United States Department of Defense Military Health System that provides civilian health benefits for military personnel, military retirees, and their dependents, including some members of the Reserve Component. DHA is a joint, integrated Combat Support Agency responsible for managing the Tricare program.

From October through February, DAU conducted four 2-day Risk Management Workshops for DHA Tricare T2017 services acquisition valued at \$78 billion. This program is DoD's largest acquisition of services. The Risk Management Workshop was customized to support the IPT's detailed risk analysis and requirements definition. The participants produced more than 120 risk analyses and associated mitigation strategies for the T2017 program during interactive learning sessions. DHA is better prepared to evaluate weaknesses associated with an offeror's proposed approach. The source selection evaluation teams will be better able to assess the potential for disruption of schedule, increased cost, or degradation of performance, the need for increased

government oversight, and the likelihood of unsuccessful contract performance.

DAU also conducted a Source Selection Workshop for the entire source selection team. This SAW was highly customized to the T2017 solicitation and source selection plan. The more than 30 participants included the Source Selection Authority and other key members of the program's multifunctional integrated process team. Only a handful of attendees were in the acquisition workforce or had even participated in a prior source selection. The workshop had covered proposal evaluations for all evaluation factors, comparative analysis of proposals, and tradeoff analysis in best value determinations. DAU faculty remained at DHA during the first week of proposal evaluations, assisting the procuring contracting officer by serving as a non-evaluating consultant to Source Selection Evaluation Board members that had procedural questions as they began their evaluations. As a result of this on-site real-time SAW engagement, DHA was able to immerse its Source Selection Team in customized training that enabled evaluators to immediately commence their well-documented, thorough proposal reviews.

DAU also taught several offerings of COR 222 and other acquisition-related courses to DHA workforce members.

LUNCH AND LEARN SESSIONS PROVE TO BE HIGH-IMPACT EVENTS OF FY15 •••••

To maximize the Defense Acquisition Workforce's exposure to key topics, DAU faculty and staff held weekly Lunch and Learn sessions, and Hot Topic Forums—highly specialized brown-bag events presented by subject matter experts. These events are available across multiple mediums—DAU conference areas, Webinar software, and Defense Collaboration Services (DCS)—and to DAU faculty, staff, and contractors through Microsoft Lync. Additionally, resources from these events—presentations and source documentation—are stored in the Acquisition Community Connection to ensure the information is available to Defense Acquisition Workforce members for future reference. More than 1,500 Defense Acquisition Workforce members, industry personnel, and DAU

employees have attended the events. The breadth of topics and superb expertise by DAU presenters make Lunch and Learn sessions extremely well received by attendees.

Lunch and Learn topics in FY15 included Better Buying Power 3.0, Department of Defense Instruction 5000.02, Cybersecurity in DoD Acquisition, Foreign Military Sales, Source Selection Basics, Preparing an Engineering Plan, Exploring Indirect Rates, Should-Cost Management, Product Support Strategy, Supply Chain Risk Management, Software Assurance, Critical Thinking, Earned Value Management, and Reclama Writing.



DAU SENIOR SERVICE COLLEGE ••••• FELLOWSHIP PROGRAM

During FY15, DAU graduated 25 fellows at courses in the Capital-Northeast, South and Midwest regions from the Senior Service College Fellowship program. During the program, fellows undergo rigorous coursework and meet with senior Department of Defense and Industry leaders to enhance their strategic leadership competencies.



PARTNERSHIPS & CONFERENCES

The Strategic Partnership Program provides an opportunity for Defense Acquisition Workforce members to take advantage of expertise provided by outside organizations, including Government organizations, academic institutions, industry leaders, and professional organizations. Many of our strategic partners also allow acquisition professionals to transfer their credits from DAU courses and apply them toward advanced degrees. DAU participation in acquisition-related conferences and symposiums also provides excellent opportunity for DAU faculty to retain currency, share lessons learned, and connect with other acquisition professionals.

- 8 new partnerships
- 195 total strategic partners



SIGNINGS



ROLLS ROYCE CORPORATION

DAU signed a strategic partnership with Rolls Royce Corporation (RRC), April 17, 2015. The partnership officially formed a cooperative relationship between the two organizations to promote the understanding and improvement of performance-based logistics, public-private partnerships, and supply chain practices. Potential areas of cooperation include student exchanges, collaborative curriculum content development efforts, guest lecture opportunities, and information exchanges. As a first of many interactions, RRC took part in LOG 365, Executive Product Support Manager's Course, at DAU, August 18, 2015.



AMERICAN PUBLIC UNIVERSITY SYSTEM

DAU and American Public University System (APUS) established a partnership July 7, 2015. Accredited by the Higher Learning Commission, APUS comprises American Military University and American Public University. The partnership allows DAU students to transfer credits into APUS provided they meet the APUS admission requirements.



NORWICH UNIVERSITY

DAU signed a strategic partnership agreement with Norwich University July 22, 2015. The goal of this partnership is to establish a relationship between DAU and Norwich University's College of Graduate and Continuing Studies. Defense Acquisition Workforce members can apply DAU-earned credits to graduate-level degrees at Norwich University, increasing the quantity and quality of educational opportunities available to them as they fulfill their requirements for training and education. A full list of the requirements and credit transfers is available on the Norwich University Web site.



SOUTHWESTERN COLLEGE

DAU signed a strategic partnership with Southwestern College, November 6, 2014. This partnership facilitates the transfer of successfully completed DAU courses certified by the American Council on Education toward Southwestern College programs. Southwestern College, located in Winfield, KS, is a 4-year private institution that serves on average 1,900 students per year.

PURDUE UNIVERSITY— PURDUE NExT PROGRAM

DAU and Purdue University’s Purdue NExT Program established a partnership August 17, 2015, to offer courses that can be applied to perform tasks assigned to the Defense Acquisition Workforce. These courses focus on science, technology, engineering, math, computer science, business, financial services, and communication. Available courses can be viewed online at the Purdue University NExT Program Web site.



ARMY WAR COLLEGE

DAU and the Army War College established a strategic partnership on October 24, 2014, formalizing a relationship under development for the last 5 years. The partnership provides warfighters insight into acquisition policy and issues they would not otherwise gain, while DAU and members of the acquisition workforce obtain insights into the motivations and concerns of the warfighter.



U.S. ABILITY ONE COMMISSION

DAU entered into a partnership with U.S. Ability One Commission December 17, 2014. DAU President James Woolsey and U.S. Ability One Commission Executive Director and CEO Tina Ballard each signed the agreement. The Committee for Purchase from People Who are Blind or Severely Disabled operates as the U.S. Ability One Commission, an independent federal agency. The Commission administers the U.S. Ability One Program, the single largest employer of people who are blind or severely disabled in the United States. The Ability One Program enables participating nonprofit organizations across the country to employ these individuals and to provide quality goods and services to the Federal Government at a fair price. The goal of this cooperative relationship is to promote awareness, understanding of, and preference for federal purchases of products and services provided by nonprofit agencies employing people who are blind or have other severe disabilities.

PARTNERSHIP ACTIVITIES



DAU FACULTY SPEAK AT LOCKHEED MARTIN CORPORATE CENTER FOR LEADERSHIP EXCELLENCE •••••

DAU professors were guest speakers at the Lockheed Martin Corporate Center for Leadership Excellence, Program Management Institute Executive Training Course, conducted at Bethesda, MD, November 12, 2014. The professors presented on earned value management, Better Buying Power, changes in the Interim DoD Initiative 5000.02, and cybersecurity. DAU originally formed a strategic partnership with Lockheed Martin November 4, 2002.



AMERICA MAKES—NATIONAL ADDITIVE MANUFACTURING INNOVATION INSTITUTE •••••

DAU participated in a fact-finding visit to the America Makes—National Additive Manufacturing Innovation Institute in Youngstown, OH, July 14, 2015. The meeting and tour included DAU representatives, the America Makes director of operations, and Deloitte Consulting representatives. America Makes is a nonprofit organization established in 2012 as a public-private partnership with industry, academic, and government members. Their mission is to help facilitate the collaborative efforts of

members and interested parties in the field of additive manufacturing (3D printing). Prior to the America Makes facility visit, DAU teamed with Deloitte University Press to host Deloitte’s additive manufacturing video series in the DAU Media Library. This effort was conducted under the auspices of the October 2014 strategic partnership agreement. The series is presented in 26 easy-to-understand videos, and provides both the technical aspects on the various types of additive manufacturing and the business application potential. The Defense Acquisition Workforce—including life-cycle logistics; systems engineering; and production, quality, and manufacturing communities—is the target audience. This partnership has allowed DAU to deploy advanced micro-learning quickly by segmenting training sessions into short-duration micro-videos and proactively address currency issues from organic development of new training on this rapidly evolving topic. Additionally, DAU saved between \$50,000 and \$100,000 by deploying these new learning assets in lieu of developing a new continuous learning module on the topic.



••••• DAU FACULTY PRESENTED AT BOEING TRAINING SYMPOSIUM

Two DAU professors presented at the 2015 Boeing Training Symposium, August 26–27. The professors provided presentations on data rights, the importance of systems engineering to the success of a development program, and the relationship between the Systems Engineering Plan and the Systems Engineering Management Plan.

EVENTS

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SPANISH MINISTRY OF DEFENSE DISCUSSION

DAU met with the Spanish Ministry of Defense in Madrid on possible acquisition training collaboration with DAU. Options deliberated included Spanish students attending



DAU courses, tailored courses for delivery in Spain, and creating a DAU-like training capability including instructor training. Talks were further expanded to explore the potential and

benefits of creating and participating in an Administrative and Professional Exchange Program (APEP) agreement. Substantive discussion also centered on Spanish participation in the International Defense Educational and Acquisition Arrangement. As a result, Spain has committed to join the organization and actively participate. More talks, both in the United States and Spain, are scheduled to continue to define further plans.



U.S., TAIWAN DEFENSE ARMAMENTS COOPERATION AND EXCHANGE FORUM

DAU attended a forum co-chaired by Director General, Taiwan Armaments Bureau, LTG Shou-Fong Chin, and Director, International Armaments Cooperation, OUSD(AT&L)-IC, Matthew Warren. The forum focused on technology cooperation opportunities and agreements between Taiwan and the United States. DAU presented at the forum on potential collaborative possibilities with Taiwan. Taiwan is interested in creating a training capability similar to DAU's in Taipei.



International Defense Educational & Acquisition Arrangement

INTERNATIONAL DEFENSE EDUCATIONAL AND ACQUISITION ARRANGEMENT (IDEAA) SEMINAR AND BOARD MEETING

The Defence Academy of the United Kingdom hosted the annual International Defense Educational and Acquisition Arrangement (IDEAA) seminar at Cranfield University in Bedfordshire, U.K.; DAU President James Woolsey presented at the event. Assistant Secretary of Defense for Acquisition, The Honorable Katharina McFarland also presented, discussing the importance of international engagements in achieving better acquisition outcomes. Topics at the seminar included issues and challenges in many of the attending nations, industrial perspectives on acquisition training and education, and governmental reorganizations with a view to making acquisition outcomes better.



DAU TEACHES ENGINEERING MANAGEMENT WORKSHOP IN AUSTRALIA

DAU conducted the Engineering Management Workshop, EMW, TTE 006, in Brisbane, Australia. Personnel from

the Australian Defence Materiel Organisation and the Royal Australian Air Force attended the workshop.



INTERNATIONAL VISITS TO DAU



ARMENIA

This visit was part of the 4-day U.S. Consultations on Monitoring Contract Performance held by the Commercial Law Development Program. DAU highlighted the Defense Acquisition Workforce Improvement Act, the training architecture for the Defense Acquisition Workforce, and potential collaboration opportunities.



DAU-HOSTED FOREIGN PROCUREMENT GROUP MEETING

The Foreign Procurement Group (FPG), a 42-nation “buyer’s club” with significant Foreign Military Sales case portfolios, held its bimonthly meeting at DAU. During the meeting, DAU gave a presentation, and several FPG members stated they were interested in future collaborative opportunities with DAU.



SPECIAL IG FOR AFGHANISTAN RECONSTRUCTION AUDIT

At Fort Belvoir, CNE professor Darren Rhyne hosted four auditors from Special Inspector General for Afghanistan Reconstruction (SIGAR) to discuss his experience as Chief of Local Acquisition, Security Assistance Office–Afghanistan (SAO-A), Combined Security Transition Command–Afghanistan (CSTC-A) while deployed from DAU. The audit focuses on the Department of Defense’s procurement, maintenance, and oversight of Afghanistan National Security Forces (ANSF) Organizational Clothing and Individual Equipment. DAU has supported CSTC-A for the past 8 years, including deploying instructors to CSTC-A in 2007, teaching ANSF officers a tailored PQM course in 2011, and developing curriculum for the Afghanistan Ministry of Defense Acquisition School in 2013.



JAPANESE MINISTRY OF DEFENSE OFFICIALS

A Japanese Ministry of Defense (MoD) delegation studying transformation of their Defense Acquisition Management System visited DAU at Fort Belvoir to discuss a new MoD acquisition management construct. The discussions centered on how Japan might institutionally structure a training capability, as well as on their strong interest in benchmarking DAU. DAU continues to collaborate with Japanese officials, supporting this future, desired acquisition management concepts change.



REPUBLIC OF KOREA FOREIGN MILITARY SALES CASE FOR ACQUISITION TRAINING

After several planning and coordination meetings in both Seoul and Virginia, the Republic of Korea Defense Logistics Attaché signed, funded, and activated a Foreign Military Sales case—valid for 10 years—to develop and deliver tailored acquisition and logistics training intended to improve the professionalism of the Korean Defense Acquisition Program Administration workforce. The effort is expected to have significant impact on acquisition system transformation initiatives underway in the Korean government. DAU deliverables included providing training, advice, assistance, and support. The intent is to follow initial basic training with advanced learning.





CHILEAN UNDERSECRETARY OF THE ARMED FORCES

Senora Maria Elizabeth Ibacache, Undersecretary of the Armed Forces, Chilean Ministry of National Defence, and a delegation met with DAU Acting Vice President Roy Wood and selected faculty at DAU. The delegation was visiting DAU as part of the Defense Institution Reform Initiative, which assists friendly foreign governments with defense strategy and planning.



DUTCH MINISTRY OF FINANCE

DAU hosted a delegation at Fort Belvoir headed by the Dutch Ministry of Finance. DAU briefed the delegation and engaged in detailed discussions of training as it relates to the Defense Acquisition Workforce. The officials gained an appreciation of how DAU contributes to better acquisition outcomes. The Dutch were interested in how capability-based assessments and requirements are linked to the acquisition process, and how DAU trains the workforce in these areas.



EXPANDING RELATIONSHIPS WITH INDIA

DAU met with members of the newly formed India Rapid Reaction Cell (IRRC) created by the Office of the Secretary of Defense. The IRRC is intended to speed up the U.S. defense ties with India and accelerate the process of co-development and co-production of high-tech military equipment in the country. The IRRC requested that DAU host several members of the Indian Embassy to explain the Department of Defense approach to acquisition training, as well as potential collaboration opportunities. Acting Vice President Dr. Roy Wood hosted the Indian Defense Attaché, Air Attaché, and Naval Attaché at Fort Belvoir.



COLUMBIAN CHIEF OF DEFENSE

Colombian Chief of Defense, General Juan Pablo Rodriguez Barragán, and a delegation met with DAU President James Woolsey and select faculty at Fort Belvoir. DAU shared proven processes, including both materiel and nonmateriel solutions, to fill capability gaps. The delegation explained their concerns about the Colombian acquisition organization and requested additional information from DAU to assist them in assessing institutional changes to improve their acquisition system and corps.



TURKISH AIR FORCE DELEGATION

A delegation from the Turkish Air Force visited Fort Belvoir to learn about DAU as a corporate university. DAU briefed the delegation, who expressed interest in students taking both online and resident logistics courses in support of the Turkish Air Force personnel engaged in the Joint Strike Fighter Program.



CANADA PUBLIC WORKS AND GOVERNMENT SERVICES

DAU met with senior officials from Public Works and Government Services Canada (PWGSC), at their request, to discuss DAU capabilities and ways the Canadian government might benefit through collaborative projects. Deputy Minister, PWGSC, George Da Pont led the delegation and committed to explore further training opportunities for their workforce.

CONFERENCES



••••• MIDWEST HOSTS ACQUISITION INSIGHT FOCUS DAY

DAU Midwest partnered with the Air Force Life Cycle Management Center to host the 2015 Defense Acquisition Insight Focus Days, June 23–24, 2015, at the Air Force Institute of Technology, Wright-Patterson Air Force Base in Dayton, OH. The event, which was themed “Delivering Affordable Warfighting Capability,” comprised a keynote address by Frank Kendall,

Under Secretary of Defense for Acquisition, Technology, and Logistics; presentations by senior defense acquisition executives; panel discussions; and small-group breakout sessions with more than 40 subject matter experts. More than 700 people attended the event and at least 250 acquisition professionals watched via video-conference from 10 Air Force locations across the United States.

DAU TRAINS SAN DIEGO FINANCIAL MANAGEMENT COMMUNITY •••••

DAU West worked with American Society for Military Comptrollers (ASMC) to have professors present at several ASMC Professional Development Institute (PDI) events. These events were designed to provide the San Diego Financial Management community with training opportunities to enhance resource/financial management knowledge and skills and share proven practices in the current fiscal environment.

During the May 25–29, 2015, PDI, DAU professors taught eight workshops to government acquisition professionals. Additionally, DAU faculty who attended engaged with financial management professionals and senior leaders and collected their thoughts on trends and issues in their career field and in the Department of Defense.

DAU West also co-hosted and provided small-group instructors for a 1-day training PDI with ASMC July 29, 2015. Fourteen training sessions were offered on topics ranging from

cybersecurity to risk management to innovative leadership. Additionally, the training day included a town hall with Naval Senior Executive Service members to provide the audience an opportunity to interact with senior Department of Defense personnel to discuss current challenges facing programs.

Attending, hosting, and presenting at conferences such as the ASMC PDIs enables DAU professors to stay current with ongoing issues in the community and provides them an opportunity to keep courses up to date and relevant.



••••• DAU SOUTH HOSTS WINTER ACQUISITION UPDATE

More than 600 participants registered for the February 19, 2015, Winter Acquisition Update, hosted at DAU South in Huntsville, AL and available to the Defense Acquisition Workforce remotely through Defense Collaboration Services. More than 50 sessions, including Senior Executive Service and general officer speakers, were provided on a variety of defense acquisition topics. Feedback from the event was extremely positive, particularly regarding the subject matter, speaker expertise, and professionalism of DAU faculty and staff.



DAU ALUMNI ASSOCIATION ACQUISITION TRAINING SYMPOSIUM HELPS ALIGN WORKFORCE TO SENIOR LEADER INITIATIVES •••••

DAU hosted a 1-day Acquisition Training Symposium entitled "Achieving Dominant Capabilities through Technical Excellence and Innovation" at the Fort Belvoir campus April 7, 2015. During the event, DAU professors gave presentations on the latest defense acquisition policies and guidance, including training on implementing the Better Buying Power 3.0 initiatives. Additional topics for the event included Critical Thinking for Effective Acquisition Outcomes; Hands-on Product Support with a PBL Guidebook Tour; Incentive Contracting Tools and Techniques; and the PARCA Report on Performance of the Defense Acquisition System. More than 800 government and industry personnel attended the event, which was supported by the DAU Alumni Association. The alumni association also made arrangements for VTCs of the event to be broadcast to locations throughout the United States.



••••• DAU MID-ATLANTIC HOSTS NAVAIR COMMANDER'S CONFERENCE

DAU Mid-Atlantic hosted the 2015 Naval Air Systems Command (NAVAIR) Commander's Conference, March 19, 2015. During the event, the NAVAIR commander updated approximately 90 general officers, members of the Senior Executive Service, program managers, and deputy program managers on growing and sustaining professionalism in the acquisition workforce.

DAU FACULTY AND STAFF SHARE EXPERTISE AT CONFERENCES

DAU faculty and staff are recognized for their expertise in acquisition-related career fields. During FY15, they were asked to present at numerous conferences, symposiums, and training events, including:



- 12th Annual Naval Postgraduate School Acquisition Research Symposium
- 17th Annual Systems Engineering Conference of the National Defense Industrial Association
- Open Architecture Summit
- Acquisition Insight Focus Days
- Association of the United States Army (AUSA) Global Symposium and Exposition
- Cyber Intelligence Workshop
- DoD Small Business Innovation Training Week
- 28th Annual Federal Information Systems Security Educator's Association (FISSEA) Conference
- Aerospace Industries Association (AIA)-sponsored "Product Support Committee Key Contacts Meeting"
- Aerospace Industries Association Product Support Conference
- Air Armament Symposium
- Air Force Life Cycle Management Center Focus Week
- Air Force Logistics Officer Association (LOA) Symposium
- American Society of Military Comptroller's (ASMC's) Professional Development Institute
- American Society of Military Comptrollers (ASMC) San Diego Chapter Training Day
- Annual Project Management Institute (PMI) Regional Training Symposium
- Army Aviation Association of America (AAAA) Army Aviation Mission Solutions Summit
- Army's Training and Doctrine Command (TRADOC) Innovation Conference
- Association for Talent Development International Conference and Exposition
- Association of Leadership Programs National Conference
- Council on Occupation Education Annual Meeting
- Defense Contract Management Agency (DCMA) International Training Event
- Defense Manufacturing Conference
- Directed Energy Professional Society Systems Symposium
- Enterprise Learning Conference
- George Washington University Emerging Technology Forum
- Gold Coast SPAWAR Small Business Event
- Institute of Electrical and Electronics Engineers (IEEE) Systems Conference
- Integrated Program Management (IPM) Workshop
- International Acquisition Seminar
- International and Foreign Military Sales Electronic Warfare Symposium and Workshop
- International Society of Logistics
- Interoperability and Open Architecture (IOA) Conference
- Life Cycle Logistics Round Table
- Maneuver Warfare Conference
- National Aerospace and Defense Forum
- National Contract Management Association (NCMA) World 31st Annual International Workshop
- National Property Management Association
- NAVAIR Commander's Conference
- Naval Sea Systems Command (NAVSEA) Virtual Logistics Conference
- Price and Cost Analysis Seminar for National Contract Management Association
- Project Management Institute Global Congress
- Space & Missile Defense (SMD) Symposium
- Space and Naval Warfare (SPAWAR) Training Week
- Special Operations Forces Industry Conference
- Subcontract Management National Education Seminar-Yuma Proving Ground (YPG) Acquisition Leadership Training Day
- U.S. Air Force's 62nd annual National Security Forum
- WEST 2015
- Workforce Development Boot Camp
- Workforce Summit



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 the following industry and government acquisition professionals:



- President..... William Bahnmaier
- VP Operations Wayne Glass
- VP Membership Robin White
- VP Symposium Shaw Cohe
- VP Communications..... Mike Dorohovich
- Secretary Chip Linnemeier
- Treasurer..... John Lawless
- Director at Large Tammy Birdsong
- Director at Large Dave Floyd
- Director at Large Judith Oxman
- Director at Large Mary Redshaw
- Director at Large James Sutton
- Associate Board Member Corina Atcherson
- Associate Board Member Barry Breindel
- Associate Board Member Duane Mallicoat
- Associate Board Member George Ohanian
- Army Representative..... LTC (Ret) Ron Quinter
- Marine Representative Maj Gen (Ret) Paul Lee
- Navy Representative..... CAPT Michael Hocker
- Air Force Representative LTC Joe Gueck
- DAU Liaison Joseph Johnson
- Past President Jeff McKeel

DAVID D. ACKER “SKILL IN COMMUNICATION” AWARD

The DAU Alumni Association presented the David D. Acker Skill in Communication Award to the Honorable Sean J. Stackley, Assistant Secretary of the Navy for Research, Development and Acquisition. Mr. Stackley was recognized for consistently and effectively communicating with members of the Defense Acquisition Workforce to stimulate critical thinking and enhance their education and training experience, which is emblematic of his unwavering commitment to the warfighter and taxpayer to bring timely, affordable, and superior capabilities into the hands of our men and women in uniform. The Acker Award is among the most prestigious awards the association offers. It is presented to an individual who demonstrates the same excellence in promoting and communicating acquisition management that was embodied in Mr. Acker’s career.



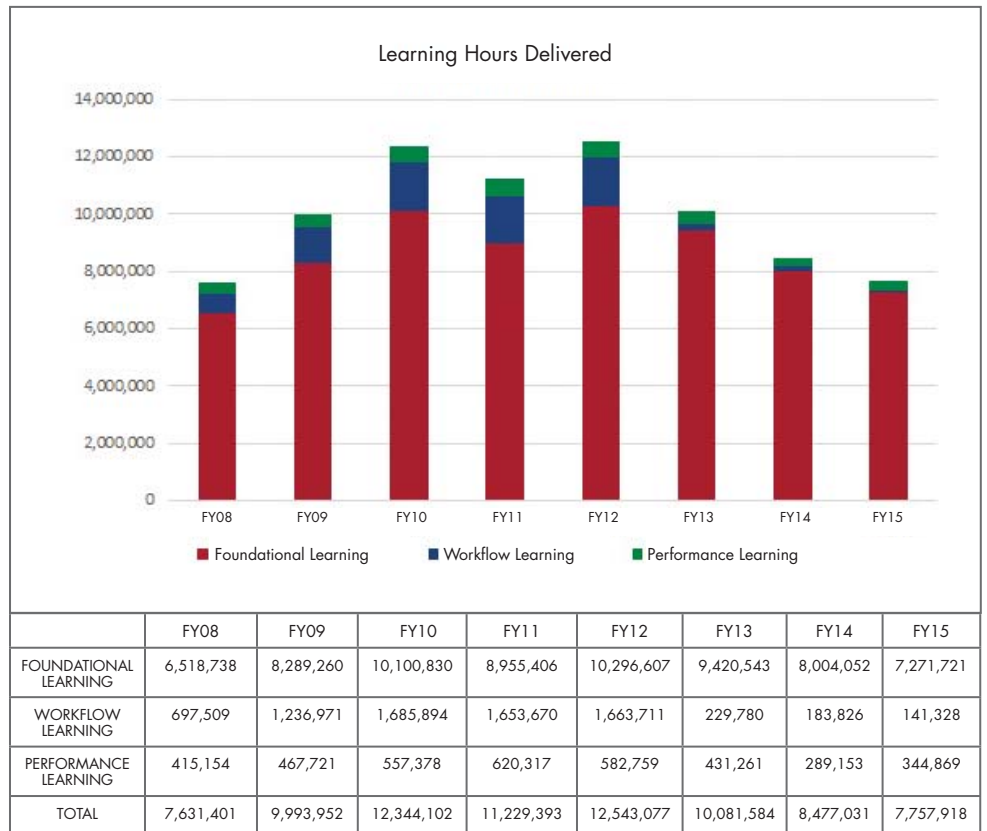
RESOURCES

Delivering quality training to the Defense Acquisition Workforce requires immense resources: classroom space, servers for distance learning and continuous learning modules, and maintaining a faculty and staff capable of delivering world-class training and support across the globe. During the last few years, the University and Department of Defense underwent strenuous budget crunches; however, our faculty and staff took the challenge as an opportunity for us to develop innovative delivery techniques and “do more with less.” To ensure the workforce has access to training, our dedicated personnel developed new delivery techniques that reduced class time and costs and increased course availability by offering several of our foundational courses online. We developed new job support tools to improve workforce efficiency and we increased our face-to-face work with acquisition organizations. We also modernized several facilities and incorporated technology to demonstrate these tools in the classroom so students can use them effectively in the workplace. Our faculty were kept current by training with industry partners and embedding with customers to gain firsthand knowledge of the issues they face and bring that information back into our curriculum development, keeping our own courses current and relevant.



LEARNING HOURS DELIVERED

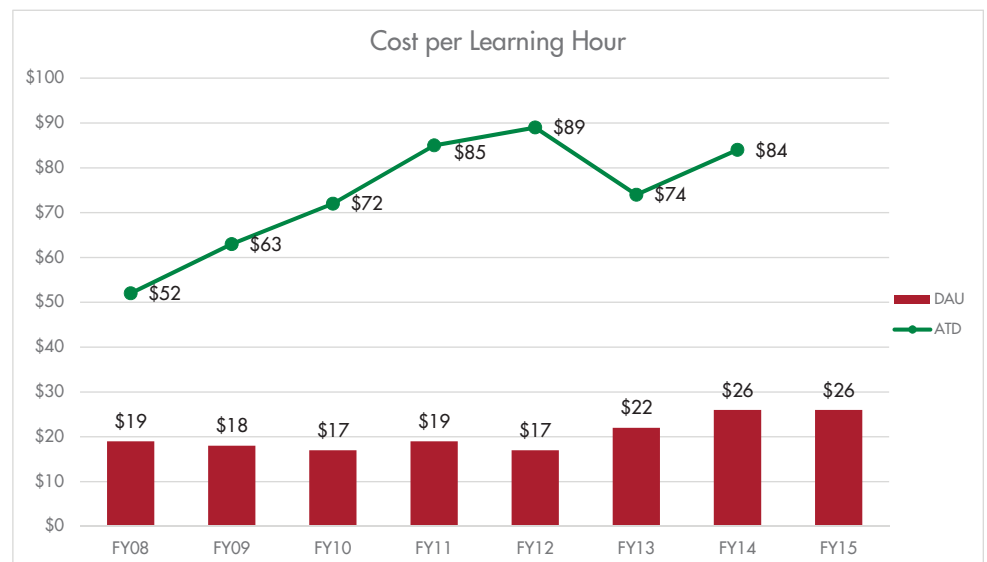
In FY15, DAU provided the acquisition community with 7.8M learning and development hours. Of this total, 4.7 hours of formal training were provided, including 2M hours in a classroom setting and 2.7M hours through e-learning. While this figure alone is significant and demonstrates DAU's commitment to providing required formal training, it becomes even more significant when combined with the 3.1M hours of additional learning assets that were delivered in the workplace and at home through online continuous learning modules, rapid deployment training, knowledge sharing resources, job support tools, mission assistance, and workshops. (Note: The decrease in knowledge sharing hours beginning in FY13 reflects a change in the algorithm by which this metric is computed.)



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 help provide the foundation for the future of the Defense Acquisition Workforce. The faculty's areas of expertise are:

- Acquisition and Program Management—39%
- Contracting—30%
- Technical Management—12%
- Business—9%
- Logistics—8%
- Other—2%



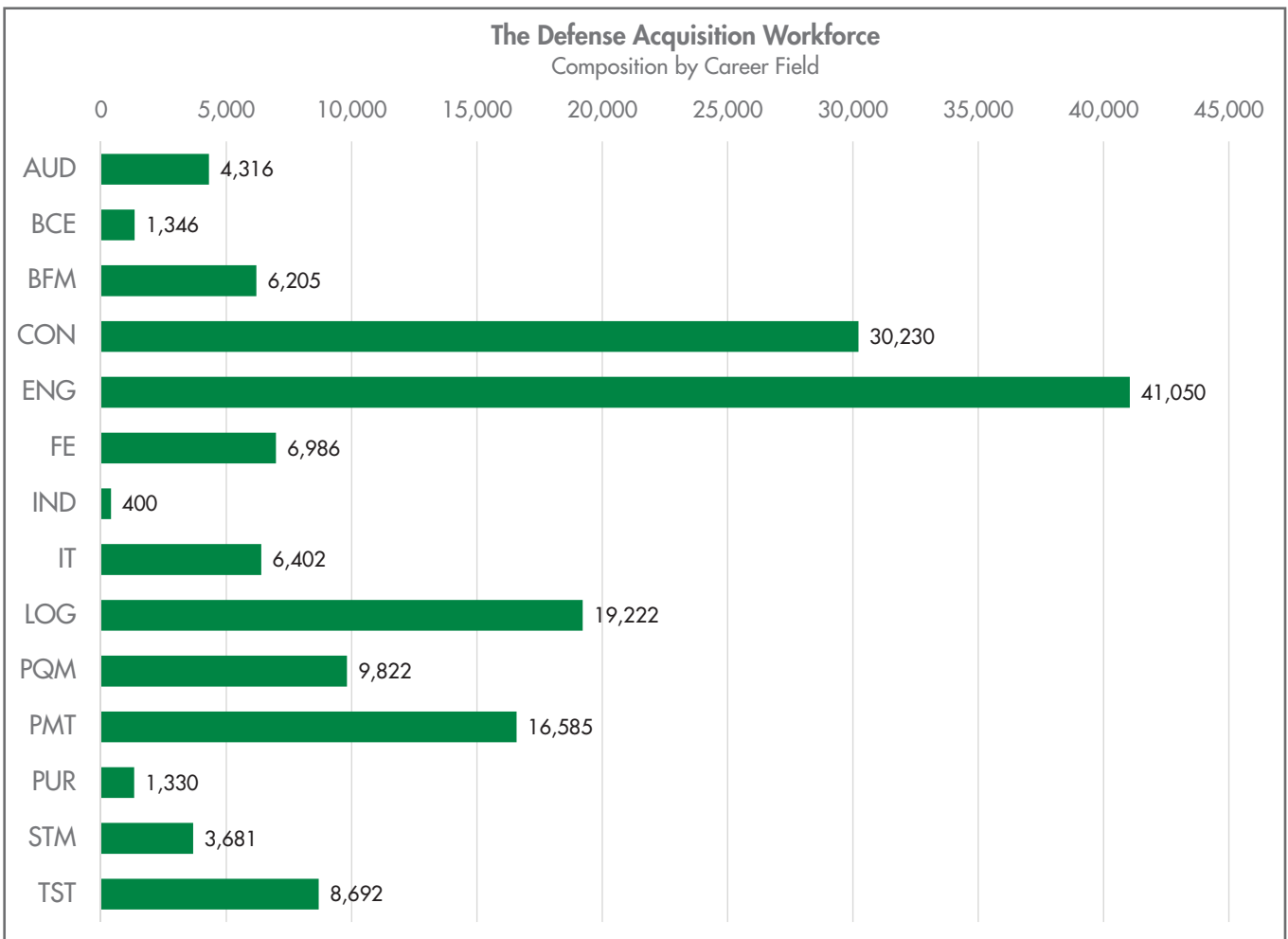
DAU's cost per learning hour is consistently lower than the industry standard of learning hour costs, as represented by the Association for Talent Development (ATD) benchmark.

*Note—ATD has not yet released data for FY15

DEFENSE ACQUISITION WORKFORCE

There were 153,542 members in the Defense Acquisition Workforce in FY15.

- Navy—57,565 (37%)
- Army—36,633 (23%)
- Air Force—35,665 (23%)
- Defense Agencies—26,450 (17%)



ORGANIZATION





• • • • • DAU VICE PRESIDENT JAMES McMICHAEL RETIRES

DAU vice president Dr. James McMichael retired January 9 after nearly 40 years of government service. Dr. McMichael was instrumental in drafting the Defense Acquisition Workforce Improvement Act, a landmark legislative initiative that established requirements for structured training and formal career development of the members of the Defense Acquisition Workforce. He also authored Department of Defense Directive 5000.57, which formally established the Defense Acquisition University, and he was named the first acting president of

DAU during its formation. From 2005 to 2015, he served as vice president of DAU and twice assumed the duties of acting president. Throughout his tenure, Dr. McMichael continuously displayed selfless commitment to serving the workforce and to providing strong leadership to the faculty and staff of DAU. His extraordinary efforts to lead, direct, and evolve the learning architecture and infrastructure of DAU allowed the organization to meet the changing workforce learning and development needs.

NEW DEANS AND A DIRECTOR JOIN DAU LEADERSHIP TEAM • • • • •



Scott Ilg was selected as dean of the Mid-Atlantic Region in April 2015. Mr. Ilg had been acting in that capacity since 2012, and was formerly the associate dean for academics in the Mid-Atlantic Region. Since arriving at DAU in 2004, Mr. Ilg also has served as professor of contract management,

site manager for the Germany Office, Contracting Department chair, and director of operations for the Mid-Atlantic Region. Before joining DAU, Mr. Ilg held numerous civilian leadership positions in procurement and policy in the United States Air Forces Europe, Air Education and Training, and Air Force Special Operations Command.



Pat Wills was selected as dean of Defense Systems Management College in June 2015. He brings a wealth of knowledge and experience to the position. Pat joined the faculty at DSMC in 2007 and became associate dean in 2009. Before joining DAU, he worked in various senior positions including PM/PEO experience

both in industry and government after retiring from a military career with the Marine Corps.



Robert Morris was selected as director of the new Acquisition Services directorate. Robert has 20 years of experience leading contracting organizations and is DAWIA Level III certified in contracting. The new directorate creates a centralized structure for all acquisition requirements and will support DAU in acquisition strategy and procurement package

development, and small purchases.

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.



Caroline Avey
Senior Learning Strategist
The Regis Company



LTG William (Bill) Phillips
USA, Ret.
The Boeing Co



Brig. Gen. Michael Brogan,
USMC (Ret.)
Senior Vice President
ManTech International Corp.



Anne Reed
President
Anne Reed consulting



Gene Fraser
Vice President, Programs,
Quality and Engineering
Northrop Grumman Corporation



Dr. Allison Rossett
Professor Emerita
San Diego State University
Educational Technology



Kimo Kippen
Chief Learning Officer
Hilton Worldwide University



VADM David Venlet
USN, Ret.
Consultant



Maj. Gen. Erv Lessel, USAF (Ret.)
Director
Deloitte Consulting



Charlie Williams
President
CWilliams LLC



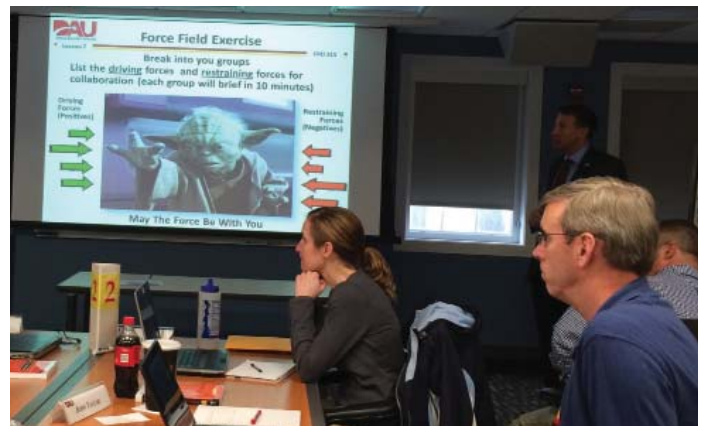
VADM Walter (Wally) Massenburg
USN (Ret.)
Senior Director, Mission Assurance
Business Execution
Raytheon Integrated Defense Systems

PROFESSIONAL DEVELOPMENT

DAU DEPLOYS MISSION ASSISTANCE PROVIDER COURSE ••••• FOR FACULTY

DAU deployed the Faculty Performance Development (FPD) 315 Mission Assistance Provider course, which will better prepare faculty and staff with the key competencies required to conduct mission assistance projects successfully. This course exposes faculty to the six-phased mission assistance activity model with a variety of realistic and challenging exercises intended to cover a wide range of DAU MA products and services from workshops to high-end consulting. The faculty use a number of decision aid tools such as affinity diagrams, fishbone diagrams, force field analyses, and Think Tank during the course. The course culminates in an all-day real-world “deep dive” where students have to carefully think through multiple courses of action in each phase that are time-sensitive, data driven, and heavily reliant on team collaboration and critical thinking. The FPD 315 curriculum IPT was led by Bob Spangler and included Rob Tremaine (W),

Donna Seligman (W), Vishnu Nevrekar (MW), Rick Gallman (S), Jack Cain (S), Karen Curry (CNE), Lt. Col. Ric Nordgren (CNE), Tom Conroy (CNE), and Tony Romano (DSMC). A total of 80 faculty took the course throughout the year.



EMERGING LEADERS •••••

Thirteen DAU staff and learning-support faculty members successfully completed the 2015 Emerging Leader Development Program: Charity Byrd (IT), Trashawna Carter (Contracts and Logistics), Lynn Cheek, (HRO), Andrew Davis (MWT/IT), Rasheena Davis (CCM), Marsha Dollarhide (STH), Mike Gonzales (WST-LA), Shawn Miller

(LCIC), Daniel Rieger (WST), Kori Roth (MWT), Tina Roxburgh-Svatek (DSMC), Tim Stovall (OPS/VS), and Sue Zarger-Lawson (STH). Participants took part in a Myers-Briggs Type Indicator (MBTI) Step II workshop led by DAU professor Andrew Gepp, which was an excellent opportunity for the cohort members to reflect on the link between the 20 personality type facets and their potential skills

as emerging leaders. It also provided a chance to improve their leadership abilities in ways that not only fit their job situation at DAU, but also match their own personality. Emerging Leaders also participated in a seminar on DAU’s Mentoring Program and completed the Strength Deployment Inventory (SDI). SDI is a practical methodology that empowers leaders to understand the motivation, behaviors, and actions of themselves and others. The capstone event took place at Fort Belvoir, September 22–24, and featured DSMC’s Looking Glass scenario and final group presentations.



DAU WEST AND SOUTH PARTICIPATE IN RISK MANAGEMENT DISCUSSION

The Honorable Frank Kendall's article, "Risk and Risk Mitigation—Don't Be a Spectator," published the January-February 2015 *Defense AT&L*, spurred Professors Don Goddard (WST) and Scott Fouse (STH) to plan a professional development event that would provide DAU faculty a larger appreciation of the complexities of risk management and help improve outcomes for our customers. On January 22, Goddard facilitated a discussion with professors at five locations in South and West Regions. The 2-hour session, entitled, "Risk Management Blunders," enabled attendees to explore the current state of risk management within program offices and identify areas for improvement. The session also was recorded and is available for others to watch via the internet.



DISTINGUISHED TEACHERS SHARE BEST PRACTICES

DAU West Distinguished Teachers Joanne MacDonald-Morrow and John Larson joined Wayne Glass (HQ) and Michelle Currier (Mid-Atlantic) to host a 90-minute sharing session for fellow faculty, August 18. The quartet led a collaborative discussion focused on the nine characteristics evaluated for peer-nominated consideration for recognition within DAU as a Distinguished Teacher. These evaluation criteria highlight best practices for improving the faculty tradecraft in delivering training courses and mission assistance engagements.



DAU FACULTY RETAIN CURRENCY THROUGH ROTATIONAL ASSIGNMENTS

Rotational assignments are a “win-win” for DAU and the program offices where our faculty are embedded. The faculty member strengthens his or her currency and the program office receives expert help for its staff.

DAU had several professors embedded in program offices throughout 2015.

DAU West professor Yvette Rodriguez



completed a rotational assignment with the Military Global Positioning System User Equipment (MGUE) program office providing guidance on MGUE Increment 1 program integration planning for the proposed accelerated acquisition strategy combining Milestones B and C and reviewing the MGUE Systems Engineering Plan Annex. Professor Rodriguez also collected data on preparation of MGUE acquisition documents and time spent readying for acquisition reviews. This data and subsequent analysis supported USD(AT&L) Better Buying Power 2.0 Touch

Points initiative to identify ways to reduce USD(AT&L) non-value-added processes and meetings. CNE life-cycle logistics professor Brian Yoo supported the Army’s Integrated Personnel and Pay System Program. He reviewed their contracting process, specifically the requirements and metrics in the service support contract for sustainment; helped refine the Performance Work Statement; and coordinated training on the Acquisition Requirements Roadmap Tool to aid them in writing requirements. Mr. Yoo also collected and documented data for the OSD TouchPoints action. CNE professor of program management Kimberley Thompson was embedded for 6 months in the Marine Corps Systems Command (MCSC)–Assistant Commander for Programs. She provided significant assistance to MCSC in the services acquisition and contracting process areas, improving performance work statements and the ability of contracting officer representatives to perform their duties across the command. She participated in ongoing integrated product teams and provided advice and counsel on effective team management and strategic improvement.

. FACULTY QUALIFY AS EXECUTIVE COACHES

DAU professors Mike Bayer, Vinny Boles, Dr. Owen Gadeken, Dave Hofstadter, Joanne McDonald-Morrow, Ken Nicholas, Marcia Richard, Jeff Schmidt, and Troy Snow graduated from FPD 350 to qualify as executive coaches. Deans from across the DAU enterprise nominate highly experienced faculty to participate in this year-long, 250-hour program. Professors Dick Hansen (DSMC) and Lois Harper (DAU West) co-facilitate FPD 350, focusing

on coaching competencies through a mix of presentations, discussions, and audio and video recorded exercises. In addition to five workshops, each participant must successfully coach a key leader in the Defense Acquisition Workforce. Executive coaching is a unique mission assistance capability of DAU and an important component of DAU’s outreach to customers.



FACILITIES

••••• DAU MODERNIZES FORT BELVOIR BUILDINGS

DAU Headquarters and Capital and Northeast Region are housed in structures built in the 1920s. Efforts to bring these buildings up to standards to support a 21st century learning environment have been underway the last few years. This year DAU re-opened Buildings 204, 205, and 207. The first of the new classrooms to open was CNE Classroom 53 in Building 205. DAU President James Woolsey formally re-opened the classroom in a ribbon-cutting ceremony January 22, capping off a year-long renovation of the building. It contains the latest in educational technology to facilitate learning. The new classroom configuration includes an integrated audio-visual system and video conferencing capabilities

for distance learning and inter-region collaboration. Additionally, each student table is equipped with large monitors to facilitate group interaction and the ability to project group presentations to the master classroom screen. Other features include placement of video screens at the front to enhance safety, minimize disruptions and provide clear sight lines for every student. These three buildings now contain new state-of-the-art classrooms and upgraded faculty and staff offices; are ADA compliant; and meet current environmental and OSHA standards. Building 207 also contains the new cafeteria and Building 205, a modern wellness center.



DAU OPENS NEW FACILITY IN GERMANY •••••

DAU opened a new facility to students in Germany, January 26, at Sembach Kaserne. Site Manager Reid Lerum and Education and Training Technician Jeanne Nipper conducted a ribbon-cutting ceremony at the beginning of their first class, CON 270. The facility, boasting state-of-the-art IT, a spacious classroom, and accompanying student breakout rooms is the culmination of a 5-year collaborative effort among DAU, U.S. Army Installation Management Command–Europe, and the U.S. Army Garrison Rheinland-Pfalz Directorate of Public Works. The presence of DAU in Europe has generated savings for the DoD by providing local acquisition training in the fields of contracting, logistics, and facility engineering to the European DoD workforce for more than 15 years.



DAU WEST MAKES CHANGES IN LOS ANGELES AND HILL AFB

To meet changing customer demand in the West Region, DAU made facility changes in Los Angeles and at Hill AFB. In FY15, the extended learning center in Los Angeles reduced space by approximately 2,200 square feet by eliminating a TelePresence room and office space. The 12th floor administration area was reconfigured to accommodate the present faculty/staff and add a video-enabled conference room with an estimated savings of \$30,000 to \$40,000 in lease cost.

At Hill AFB, we installed a new DAU network resolving a critical requirement. The growing training demand at Hill AFB also supported expansion of several more classrooms, breakout rooms, and administrative space. Space reconfiguration created an additional small classroom to accommodate more classes.



. NEW DATA CENTER COMES ON LINE

The new data center located in Building 231 supports the DAU-based programs and online distance learning courseware. Modernization and sustainment projects to the building included new data hardware, facilities upgrades, and updating the infrastructure cooling and electrical systems, along with the installation of a new backup generator. The relocation of the

data center to Building 231 increased available space 50 percent to 1,200 square feet. The new facility is now capable of supporting the increased number of online course graduates and a new Voice Over Internet Protocol (VOIP) phone system.



CAPITAL AND NORTHEAST REGION

FORT BELVOIR, VIRGINIA



Aberdeen Proving Grounds (APG)
DISA
DLA
DTRA
Federal Government agencies
Fort Belvoir
Hanscom AFB
MARCORSYSCOM
MCB Quantico
National Capital Area
NAVSEA
NGA
NSA
Pentagon
TRICARE



Joanne Schoonover
Dean



Darlene Urquart
Associate Dean
(AA)



Vance Gilstrap
Associate Dean
(O/MA)



Michael Skaines
Director of Operations

In 2015, the Capital and Northeast Region saw significant leadership changes, including both associate deans, three of our five department chairs, and creation of a workflow learning leader. Nonetheless, our talented and dedicated workforce continued to deliver world-class training and consulting to the Defense Acquisition Workforce and other Federal Government customers.

With 10 teaching locations, we delivered 637 resident and online courses, graduating 46,164 acquisition professionals. This year saw one of the largest curriculum development and update efforts in recent history. A new model, the use of sprints, was illustrated in the Information Technology curriculum initiatives. By concentrating the team's efforts, the faculty were able to collaborate in more efficient and effective ways across the enterprise, saving both time and money. The ENG 301 course (Leadership in Engineering Defense Systems) was developed collaboratively by a team of 20 personnel across the enterprise also using this new model. In addition, substantial changes were validated for six new lessons in EVM 101 (Fundamentals of Earned Value Management) and revisions were made to over 20 continuous learning modules on the DAU Web site. To keep our classes relevant to our student population, new videos were created to update and enhance content in data analysis and statistics in BCF 106 (Fundamentals of Cost Analysis).

Our most significant strategic focus was on growing and maturing our performance learning capability and capacity. To that end we designated 24 customer liaison officers to identify opportunities to help improve our

customer's acquisition program outcomes. As a result, the stand-out CNE faculty provided 83 high-impact performance learning events to programs of all military Services as well as several defense agencies. These events included three Acquisition Program Transition Workshops and eight Service Acquisition Workshops, and a wide range of custom consulting activities addressing milestone preparation, organizational effectiveness, executive coaching, manufacturing, sustainment, and risk management. We also delivered dozens of engineering management, stakeholder relationship, acquisition leadership, and source selection workshops. In addition, we fielded new workshops aimed at addressing two important acquisition skill sets often cited as needing improvement: critical thinking and understanding industry.

Under the energetic leadership of our new workflow learning leader, our faculty published articles in *Defense AT&L* magazine and other professional journals. Our faculty supported five technical conferences as speakers, panelists, and workshop facilitators. We conducted seven Lunch and Learn webinars addressing such topics as market research, business case analysis, and the five-step FAR research process.

In all, 2015 was a year replete with varied and significant accomplishments. We are well positioned for even greater contributions to the Defense Acquisition Workforce in 2016.

—Joanne Schoonover

MID-ATLANTIC REGION

CALIFORNIA, MARYLAND



NAVAIR
PEO (A), PEO (U&W), PEO (T)
NAVAIR/FRC Cherry Point
SPAWAR
NAVFAC
Langley AFB
TRADOC
TAPO
Joint Services, Military Sealift
Command, Navy Shipyard
Norfolk
DLA
DCMA
NATO
USAREUR
USAFE
NSWC Dahlgren
Ft. Eustis MICC
NGIC
MDA
DARPA



Scott Ilg
Dean



Mike Paul
Associate Dean
(O/MA)



Carol Tisone
Associate Dean
(AA)



Susie Wallace
Director of Operations

DAU Mid-Atlantic made great strides during 2015 to provide value-added encounters with the region's Defense Acquisition Workforce members. Tireless dedication to our values of alignment and teamwork, customer focus, performance excellence, speed, and agility ensured that our staff and faculty delivered positive, high-quality outcomes in support of acquisition programs and organizations. Our efforts focused on providing high-impact contributions by leveraging decades of experience to broaden fundamental acquisition knowledge and skills, enhance "on-the-job" support tools, and facilitate tailored assistance to defense organizations throughout our area of responsibility. Building on our capability and need to remain relevant, current, and credible, we increased professional development for faculty and staff, focusing on technical training and the use of soft skills necessary for positive engagements with stakeholders.

Foundational learning is the region's cornerstone to provide the AT&L community with structured learning through resident and online training courses, targeted training, and rapid deployment training. Faculty and staff from our extended learning sites contributed to this core pillar, providing 270 distinct course offerings and graduating 19,715 resident and distance learning students. The team contributed to curriculum development and course management as they revised, updated, and delivered new curricula, incorporating information from DoDI 5000.02, Better Buying Power initiatives, and critical thinking exercises. DAU Mid-Atlantic continued delivering paperless offerings and courses encouraging students to bring their own devices—efforts that are the standard in several of our courses.

The Mid-Atlantic conducted region mission assistance efforts that immediately improved outcomes and exposed our faculty to current problems and practices in the acquisition enterprise. Demand in the region for DAU deep-dive program reviews and workshops increased. The region also tailored training events to focus directly on specific customer and program needs. For example, DAU Mid-Atlantic conducted a Long Range Anti-Ship Missile program team-effectiveness analysis that resulted in a more efficient and effective organizational structure as the program transitioned from the Defense Advanced Research Projects Agency to the Naval Air Systems Command. Following the deep-dive analysis, our faculty partnered with both organizations to author a *Defense AT&L* article on proven practices from the event.

Stakeholder Management, Critical Thinking for Decision Makers, Leading at the Speed of Trust, and Leading Project Teams are examples of "off-the-shelf" products that were tailored to help our customers address their challenges. By learning about customers and developing tailored support for their interests, we have current and direct knowledge of their areas of concern. This close relationship keeps our faculty, staff, and leadership informed, connected, and aligned with stakeholders' priorities and challenges, directly supporting the University's goal to increase currency with the customer.

The operations support staff remains the backbone of the region through timely and professional support. Thanks to the efforts, teamwork, and commitment of the Mid-Atlantic faculty and staff, during 2015 we were able to successfully provide high-impact support to approximately 29,000 defense acquisition members in our area of responsibility.

—Scott Ilg

SOUTH REGION

HUNTSVILLE, ALABAMA



Mark Lumb
Dean



Rick Dowling
Associate Dean
Academics



Jack Cain
Associate Dean
Outreach & Mission
Assistance



Allen Lawson
Director of Operations
(Acting)

Army Materiel Command
Army Contracting Command
Army Expeditionary
Contracting Command
US Army Space and Missile
Defense Command/Army
Strategic Forces Command
US Army Program Executive
Office Aviation
US Army Program Executive
Office Missiles & Space
US Army Aviation and Missile
Command
US Army Security Assistance
Command
US Army Aviation & Missiles
Research, Development &
Engineering Center
Missile Defense Agency
Development & Engineering Center
Missile Defense Agency
Eglin AFB
- USAF PEO Weapons
MacDill AFB
- USSOCOM
- USCENCOM
Robins AFB
Tinker AFB
US Army PEO STRI, Orlando
USAF PEO Business
Enterprise Systems, Montgomery

FY15 was another great year for DAU South. It was the best year to date for the region in terms of Performance Learning (PL). By 3rd quarter FY15 we delivered more PL hours than we did in all of FY14, averaging almost 400 hours of PL per faculty member and with a faculty participation rate exceeding 80 percent. This is especially noteworthy given that we provided the 2nd highest number of PL hours in regional history and did so with nine fewer faculty members, all while servicing some 150 active projects and achieving our goal of 100 percent regional contact with major acquisition programs.

The Army's Senior Service College Fellowship Program (SSCFP), headquartered at the South Region's campus in Huntsville, AL, celebrated its 10th year with seminars in Warren, MI; Aberdeen Proving Grounds, MD; and Huntsville, AL. Numbering up to 10 fellows in each seminar, the locations were chosen for their proximity to the Army's major buying commands: Tank and Automotive Command, Communications Electronic Command, and Aviation Missile Command respectively. Fellows of the intensive program are required to write research papers. Nearly 100 SSCFP alumni are key members of the three buying commands mentioned above and hold critical Senior Executive Service, program manager, and similar executive-level leadership positions.

Our faculty have also published articles in internal publications like the *Defense AT&L* and *Defense Acquisition Research Journal*, and in external professional publications and trade journals such as those of the National Contract Management Association and the Independent Cost Estimators Association. Articles published by regional faculty currently number 40, including a book on the art of leadership.

FY15 was a year spent getting back to basics—faculty and staff redoubled their efforts to make every second spent in the classroom worth the opportunity cost. We delivered 376 classroom offerings at three regional campus locations and numerous customer locations, as well as supporting 85 distance learning course offerings that graduated 7,600 classroom students and 24,500 students online.

In a continuation of one of last year's most exciting developments, the Source Selection Simulation—designed specifically to train intact source selection teams in a real-time, interactive environment—was fully deployed with regional campuses throughout the DAU enterprise, delivering this world-class training product. The training innovatively employs DAU's Acquisition Community Connection as the course platform and provides students an immersive, intact team experience as they conduct a mock source selection just before the real thing.

The DAU South motto is that we're "part of the community and not just a place to take classes." The spirit of our personnel embodied that during FY15. Workforce-building initiatives like the science, technology, engineering and math (STEM) outreach to local schools garnered a large share of volunteers from DAU and solidified the South Region's position as a focal point of organization for STEM activities in the Tennessee Valley. We were also excited to launch an engineering management-oriented workshop to train local high school teachers who can then use their new skills to spread knowledge at their individual schools.

What we do in the classroom, in the community, and in the acquisition workplace all combine to give meaning to our efforts and to make DAU a great place to work and serve.

—Mark Lumb

MIDWEST REGION

KETTERING, OHIO



AFMC
AFLCMC
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 performance in FY15 continued to demonstrate DAU's commitment to excellence. Our expert faculty and staff consistently provided world-class, innovative, and responsive career-long learning. Their outstanding performance enabled the Defense Acquisition Workforce to develop, deliver, and sustain effective and affordable warfighting capabilities. Our 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).

The Midwest Region provides acquisition training and mission assistance for over 25,000 Defense Acquisition Workforce members across 13 regional states. In FY15, the region had a number of significant accomplishments. Our very experienced faculty taught 256 courses covering 13 diverse functional areas for more than 6,500 classroom graduates. Our graduates continue to recognize our instructors with very high customer satisfaction ratings. We spent over 7,000 hours developing curriculum for several new engineering, information technology, logistics, and acquisition management courses as well as updating a number of other key courses to keep the student learning experience both current and rich. To serve our Defense Acquisition Workforce better and keep our operating costs low, we work out of four separate sites. This strategy keeps us geographically closer to our student populations in order to deliver courses more efficiently while limiting student travel.

Mission assistance was a strong growth area for the region during FY15. The Midwest Region successfully capitalized on the strong relationship with our regional customer base to expand our support to customers at their point of need. We continued our focus of providing high-quality mission assistance with the purpose of positively influencing acquisition outcomes and increasing regional capability to our stakeholders. As a result, the region provided more than 100 active customer projects spanning the three Armed Services, multiple DoD agencies, and several non-DoD federal agencies. Our mission assistance efforts, addressing program office challenges, have been greeted enthusiastically by our customers. The region continues to focus on growing the capabilities of the faculty and staff to ensure that we can add value to the Defense Acquisition Workforce and meet the challenges facing our regional customer base.

In addressing the Defenses Acquisition Workforce's desire for leadership training, our region continued to operate two preeminent leadership courses: the PMT 401 Program Manager's Course and the Senior Service College Fellowship program in support of 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."

The Midwest Region is committed to its customers and has proven to be a valued partner in achieving acquisition excellence both inside and outside the classroom. We stand ready to provide the highest quality training and consulting solutions available for our customers throughout the region.

—Travis Stewart

WEST REGION

SAN DIEGO, CALIFORNIA

.....



Aberdeen Proving Grounds (APG)
 DISA
 DLA
 DTRA
 Federal Government agencies
 Fort Belvoir
 Hanscom AFB
 MARCORSYSCOM
 MCB Quantico
 National Capital Area
 NAVSEA
 NGA
 NSA
 Pentagon
 TRICARE



Kevin Carman
Dean



Hank DeVries
Associate Dean
(AA)



Rob Tremaine
Associate Dean
(O/MA)



Jim Childress
Director of Operations

The West Region provides acquisition training and mission support for more than 30,000 Defense Acquisition Workforce members at 28 training sites, across 13 regional states and throughout the Pacific Rim. In FY15, the region achieved a number of significant accomplishments. Our very experienced faculty taught 281 courses covering 13 diverse functional areas for over 6,467 classroom graduates. Our graduates continue to recognize our instructors with very high customer satisfaction ratings. We spent over 13,000 hours developing curriculum for several new engineering, IT, logistics, and acquisition management courses as well as updating a number of other key courses to keep the student learning experience both current and rich. To better serve our Defense Acquisition Workforce and keep our operating costs low, we operate out of five separate sites. This strategy keeps us geographically closer to our student populations in order to deliver courses more efficiently while limiting student travel.

DAU West continued to demonstrate the effectiveness of mission assistance (MA) and provided over 20,000 hours of assistance for a wide range of customers throughout the region. Through our Customer Learning Officer (CLO) program, we worked hard to maintain a constant presence with our DoD and federal customers. By interacting frequently with them at their workplaces, our CLOs ensured our customers had access to an extensive variety of proven workplace solutions that included organizational performance assessments, executive coaching, Services Acquisition Workshops, Stakeholder Management Workshops, Acquisition

Leadership Workshops, Should Cost Workshops, independent logistics assessments, Better Buying Power 3.0 rapid deployment training, and a number of focused intact team training courses. DAU West responded to customer requests seeking assistance with organizational assessments and offered a number of recommendations that addressed the gaps. Our MA teams also evaluated customer workplace processes to determine the presence of inefficiencies that were inhibiting their progress. DAU West helped several major organizations achieve performance gains and overcome several strategic challenges through the development of powerful stakeholder management and communication plans.

Because it is important to know the longer range impacts DAU is having with its more intensive and high-impact consulting projects, DAU West started to conduct follow-up interviews 6–9 months after our support was complete. The results have been promising. We will continue these interviews in the subsequent years to validate our contributions in the workplace.

DAU West participated heavily in OSD’s Acquisition Workforce Qualification Initiative (AWQI) that, when deployed, will help strengthen certain workplace capabilities that require additional emphasis. AWQI also provides the structure and framework for achieving and documenting demonstrated on-the-job-training performance of key acquisition competencies and proficiencies.

DAU West is committed to its customers and has proven to be a valued partner in achieving acquisition excellence both inside and outside the classroom. We stand ready to provide the highest quality training, on-demand job support tools, and consulting solutions available for our customers throughout the region.

—Dr. Kevin R. Carman

DEFENSE SYSTEMS MANAGEMENT COLLEGE

FORT BELVOIR, VIRGINIA



Pat Wills
Dean



Maryann Watson
Associate Dean
(AA)



Tony Romano
Associate Dean
(O/MA)



David Fitch
Director
(LLCOE)



Janet Vincent
Director of Operations

DSMC initiated a transformation in 2015 to shape its destiny and the future of executive learning and development. This was accomplished under a less than optimal staffing posture due to budgetary constraints. We aggressively implemented the Acquisition Learning Model (ALM) while creating and implementing new and innovative initiatives to strengthen DSMC's contribution to the workforce.

We have continued to refine and expand the impact of our executive offerings. The PMT 401 Enterprise offered nine sections graduating 199 students. It is designed to strengthen the analytical, critical thinking, and decision-making skills of potential leaders of MDAPs and program support organizations. More than 1,110 students graduated from other executive-level and leadership courses. We emphasize strong curriculum development, ensuring courses are current and relevant, focusing on honing critical thinking and using active learning techniques.

DSMC has been providing an enriched learning and development environment to the requirements community. There were 1,301 graduates from the distance learning certification course, 274 graduates from the 1-week classroom advanced course, and 40 GO/FO/SES graduates from our 400-level requirements courses. DSMC continuous learning modules had 6,738 completions. We have deepened learning through Communities of Practice (CoPs), blogs, and by webinars providing support in the formulation and improvement of requirements management policy, processes, and practices.

ACQ 380, International Acquisition Management, is the final learning asset under development to fulfill the needs

of the International Acquisition career path. One hundred forty-five learners graduated from executive-level international courses. The international team works diligently across the Acquisition Learning Model to meet the learning and development needs of the international community.

DSMC has expanded outreach and performance learning to ensure support for a variety of acquisition programs, international organizations, and requirements professionals. We have conducted 75 key performance learning engagements, Acquisition Program Transition Workshops, Strategic Planning Workshops, and successful individual and team executive coaching engagements for our customers. DSMC has conducted 18 Defense Acquisition Executive Overview Workshops (DAEOWs) for 139 participants, including 76 GO/FO/SES.

DSMC partnered with the Missile Defense Agency to design and execute a proof-of-concept, to support the learning, development, and refinement of leaders to operate effectively in increasingly complex environments at the executive level. This initiative is geared to evolve the DoD's focus to address the broader spectrum of leaders on acquisition teams and make a cultural transformation emphasizing employee engagement and continuous learning and development.

DSMC continues to be at the forefront of workflow learning by promoting innovative initiatives, improving efficiencies, and reaching learners beyond the classroom. This has included online webinars, vibrant CoPs, blogs, community newsletters, landing pages, contributions to DAU Alumni Association "Hot Topic Forums," and posting video resources online. We are expanding boundaries through flipped learning and other online learning resources and technologies.

—Pat Wills

COLLEGE OF CONTRACT MANAGEMENT

FORT LEE, VIRGINIA



Kurt Stonerock
Dean



Michel Jimerson
Associate Dean
(AA)

Established in FY12, the College of Contract Management (CCM) continued to make significant strides throughout fiscal year 2015 in achieving its charter to ensure well-trained faculty, well-designed curriculum and a cost-effective methodology to provide professional, accredited courses necessary to enhance the skills of the 9,700+ acquisition workforce within the Defense Contract Management Agency (DCMA). The college's efforts are in direct support of DCMA's delivery of actionable acquisition insight from the factory floor to the front line, around the world, enabling the Defense Acquisition enterprise to produce the right product or service (quality), at the right time (delivery) and at the right price (value). The focus of the CCM's curricula is to provide formal training on contract management-specific competencies needed for DCMA acquisition professionals to execute their job responsibilities.

In fiscal year 2015 the CCM fielded 11 new courses. At year end, the college had a total of 23 courses fielded, supporting professionals working in quality assurance, industrial manufacturing, software engineering, earned value management, and aircraft operations. More than 30 additional courses supporting these or other functional areas such as contract administration, pricing, engineering, and earned value management were in development at year end. The improved content, design, and delivery of this array of online, blended learning

and classroom courses is enhancing DCMA's ability to execute its mission while capturing efficiencies in delivery of that training. The CCM's courses are serving as a cornerstone component of DCMA's overarching training strategy.

During the year, the college also fielded four initial workflow learning assets. This was consistent with DCMA's desire that the college not only develop and deliver courses but assets that provide their workforce topic-specific training or job tools available at the moment of need, whether from their desks or on the factory floor.

Significantly, although CCM courses are designed with DCMA-defined content to meet the training needs of DCMA acquisition professionals, many of the courses are proving to be highly attractive to acquisition professionals in the military Services and other agencies who are also performing post-award contract management functions. In FY15, the CCM had more than 2,300 non-DCMA Defense Acquisition Workforce graduates and over 150 industry graduates from one of nine CCM courses that have been opened up to non-DCMA personnel.

The successes the CCM had in fiscal year 2015 were enabled by exceptional day-to-day support and expertise of scores of professionals in both DAU and DCMA.

—Dr. Kurt Stonerock

COMMUNITY INVOLVEMENT



DAU MID-ATLANTIC SUPPORTS NATIONAL ACADEMY OF FINANCE AT LOCAL HIGH SCHOOL

DAU Mid-Atlantic visited Chopticon High School in Southern Maryland's St. Mary's county to familiarize students enrolled in the school's National Academy of Finance (NAOF) program with the DoD's acquisition career fields. Will Broadus, Bill Lankford, Carol Tisone, Dr. Bill Conroy, and Mike Paul discussed Program Management; Systems Engineering; Contracts; Life Cycle Logistics; and Production Quality and Manufacturing. They also provided an overview of the

recovery and repair of the EP-3E aircraft that diverted to China. Cindy Baden, the NAOF coordinator at Chopticon High School, remarked that the DAU Mid-Atlantic presentations provided important information to the NAOF students regarding future employment opportunities within the acquisition workforce.



DAU SOUTH SUPPORTS HUNTSVILLE SECURITY EXERCISE

Professor Steve Mills supported the Cyber Huntsville "Cyber Dancer" tabletop exercise on October 28–29, in Huntsville, AL. This cybersecurity scenario-driven exercise was developed to bring together Government (federal, state, and local), industry, and the Department of Defense to collaborate in the event of a cybersecurity incident in the Huntsville/Tennessee Valley. This community support event keeps participants on the cutting edge of cybersecurity issues and allows DAU to bring relevant current information to the classroom.

DAU SOUTH PARTNERS WITH HUNTSVILLE AREA LEADERSHIP PROGRAMS

The Huntsville Madison County FOCUS program is a civic leadership experience bringing leaders from business and government in the Madison County area together "to identify, educate, and inspire" others to serve within this community. DAU South supported this program throughout the year by providing a venue for meetings, hosting an economic development cyber panel, and coordinating and facilitating a "Mentoring Mentors" seminar.

DAU South also partners with the Huntsville Mayor's 10-month Advance Leadership Program (ALDP). On January 28, DAU South Acquisition and Program Management Department Chair Mark Unger and DAU South Associate Dean for Academics Rick Dowling joined the Honorable Mayor Tommy Battle as he kicked off his second ALDP. In FY15, DAU faculty conducted an effective change management leadership



seminar; and facilitated sessions on Understanding My Leadership Style, Servant Leadership, Effective Leadership, Managing and Resolving Conflict, and Effective Change Management. Objectives for the training were to define and understand leadership, understand different leadership styles, learn the characteristics of an effective leader, and develop skills to manage their teams/organizations.

DAU SUPPORTS STEM INITIATIVES FROM COAST TO COAST



In support of the Better Buying Power 3.0 “Increase Support of STEM Education” initiative, DAU faculty and staff actively participated in science, technology, engineering, and mathematics (STEM) educational outreach programs in their regions. These activities served as a source of encouragement in the pursuit of STEM degrees by giving students early exposure to future career opportunities available in the DoD workforce.

DAU South is heavily involved in STEM activities across the Huntsville area. They hosted the Quarterly STEM Needs and Opportunities Update. This event provides a venue for area public and private elementary and secondary educational institutions as well as Government (DoD and Army) and nonprofit organizations involved in STEM education. In addition, professors Jeff Craver and Seth Shepherd designed, constructed, tested, and presented a Lissajous sound wave demonstration exhibit and Lego Mind Storm Robotics display for the STEM Expo at the Mill Creek Elementary School; and Seth and David Swinney served as mentors to the James Clemens High School (JCHS) robotics team. Seth also collaborated with Mill Creek Elementary School faculty to develop a lesson plan strategy that leverages DAU systems engineering and critical thinking applications and is compatible with the new Department of Education Science Standards focused on problem-based learning across the STEM disciplines. Jeff Craver served as one of six panel members on the National Defense Industry Association STEM Action Forward Forum “Best Practices in Higher Education” Panel. Marsha Dollarhide served as part of a panel of women engineers and scientists supporting the “Expanding Your Horizons” Conference held at a local youth science center, Sci-Quest, and outreach to share current and projected activities.

DAU South also supports the CyberPatriot National Youth Cyber Education Program. DAU donated more than 60 excess

computers and servers to the North Alabama chapter of the Information Systems Security Association (ISSA) to support the local-area high schools’ CyberPatriot teams. DAU South Acquisition Program Management Professor Steve Mills is the current technical mentor for the Huntsville High School CyberPatriot team.

Capital and Northeast professors Sterling Mullis, Tyrone Theriot, and Lt. Col. Ron Roberts taught a robotics unit at Kettle Run, Fauquier, and Liberty High schools in Fauquier County, VA. This workshop is based on the Engineering Management Workshop. In this 3-week course, student groups are immersed in a multifaceted engineering management project in which the students are responsible not only for designing the robots, but for managing the project from start to finish, including budget, testing, and computer programming. At the end, DAU instructors judge student groups on how well their project met the contract specifications. Each team gives a comprehensive presentation that includes manufacturability, cost analysis, performance, design changes, risk assessment, and product evaluation. This is part of a recurring STEM outreach conducted on a semi-annual basis.

In the West Region, DAU professor and former astronaut Woody Spring provided a captivating STEM outreach presentation from an “astronaut’s perspective” for the Elementary Science Institute and First Tee Program in San Diego, California. This outreach endeavor is also part of a recurring STEM initiative, conducted on a quarterly basis, in which world-class technical experts share their experiences as well as conduct hands-on work with STEM tools with middle and high school students.

DAU Midwest professors Kurt Chelf and Scott Miller talked with more than 500 middle and high school students who were focused on the application of mathematics and the sciences in their future careers. The professors discussed their current and recent jobs with the Federal Government and how math and science fit into many careers paths, including those in the federal acquisition sector.



DAU PROVIDES FOOD FOR FAMILIES IN NEED

DAU regions participated in the “Feds Feed Families” program, donating 455 pounds of food to this campaign. DAU South also provided logistics support to the Food Bank of North Alabama. This food bank supplies more than 7 million pounds of food a year to 250 charitable feeding programs reaching an estimated 80,000 residents. The task of receiving,

storing, and distributing such a volume of food and supplies creates a massive logistics challenge. This is where DAU South responded. Al Barnes, Production, Manufacturing and Logistics Department chair; and Gregory Walker, professor of logistics and former distribution manager for Amazon.com, led a planning session with 12 members from support agencies throughout the 11 counties. The group mapped out processes, identified redundancies, and discussed ways to improve efficiencies. They succeeded in developing an execution plan and strategy to maximize the common capabilities and make best use of available resources to address the distribution challenges. The Food Bank also receives South’s donations as part of the Feds Feed Families program.

DAU HOSTS 28TH EASTER EGG HUNT



DAU hosted its 28th Annual Easter Egg Hunt for the Fort Belvoir Exceptional Family Member Program (EFMP), March 21. The children participated in egg decorating,

coloring, cupcake decorating, egg hunting, and pictures with the Easter bunny. The final event of the day was the piñata. Each child excitedly took a turn batting at the piñata, waiting for the candy to spill to the floor, and immediately scooping it right up! Their smiles marked another successful event. The parents and children appreciated DAU’s continuation of this annual activity. Many thanks to our lead party planner Kristen Russell and her daughter Brianna, Bob “the Easter Bunny” Carlson along with his wife Sharon and granddaughter Madison, Tawnita Blay, Jock Brown, Debbie Gonzalez and daughter Jessica Stewart, Marcus and Shelley Haskell, Aletha Holmes, Chief of Staff Joe Johnson, Katie Miglin, Nelly Navia, Linda Perry, Erin Torres, and DAU President James Woolsey. Special thanks to Shelley Haskell for putting together and donating 20 filled Easter baskets.

DAU SERVES BRYANT STUDENTS

Employees from DAU Fort Belvoir helped serve Thanksgiving lunch to Bryant Adult Alternative High School students in Alexandria, VA, November 21. DAU’s partnership with Bryant School provides opportunities for job shadowing, mentoring and tutoring. The DAU Alumni Association matched donations from DAU faculty and staff dollar for dollar. DAU Fort Belvoir also held a food and clothing drive. Volunteers

presented 12 boxes of clothing, 14 boxes of food and \$265 worth of Safeway/Giant/Walmart gift cards to Bryant High School Principal Larry Jones. Bryant High School gives the items to students’ families to help them in their time of need. DAU’s generosity provided a great Thanksgiving experience, proving “DAU is a great place to serve.”

MIDWEST CONTRIBUTES TO TOYS FOR TOTS



Midwest region staff and faculty collected more than 40 individual toys and \$91 in cash donations for the Dayton, OH, Marine Corps Toys for Tots Foundation. This is the third year DAU Midwest has supported the Toys for Tots drive. The donations were presented to Sgt. Adam Byler, United States Marine Corps Reserves (USMCR) and Lance Cpl. Alex Charneski, USMCR, at the Midwest holiday party.



HALL OF FAME



RICHARD T. GINMAN • • • • •

Former Director of Defense Procurement and Acquisition Policy, Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics

Mr. Ginman distinguished himself by exceptional contributions as director of Defense Procurement and Acquisition Policy within OUSD(AT&L). As the functional leader and sponsor for the Contracting, Purchasing, and Property career fields, he worked closely with DAU to define required competencies for the 30,000 members of this workforce and completely reengineer the curriculum to enhance their foundational learning and inculcate more critical thinking. His achievements brought lasting improvements to the contracting workforce's ability to manage the department's \$360 billion annual budget.



DR. JAMES S. McMICHAEL • • • • •

Former Acting President and Vice President, DAU

As the senior education leader in DoD, Dr. McMichael was instrumental in drafting the landmark DAWIA. He also authored DoD directive 5000.57, establishing DAU, and became DAU's first acting president. Later he served as vice president of the University and assumed the duties of acting president twice more. He led DAU through challenging times, from expansion efforts to sequestration, and met all challenges without sacrificing the University's high-quality instruction. His vision and outstanding leadership helped DAU achieve its elite status among the world's training institutions.



SANDRA E. RALEY-TIPPETT • • • • •

Former Director of Operations, Mid-Atlantic Region, DAU (Posthumous Award)

As the director of operations for the DAU Mid-Atlantic Region, Mrs. Raley-Tippett's steadfast dedication to mission accomplishment was instrumental to the region's successful establishment. She was a pivotal figure in implementing sound business practices and administrative policies and procedures to support students, faculty, and staff throughout the region. Her problem-solving, teamwork, and leadership skills proved invaluable to DAU's ability to provide effective training to thousands of Defense Acquisition Workforce members.



JOSEPH H. SCHMOLL • • • • •

Former Professor of Acquisition Program Management, South Region, DAU

An accomplished professor and consultant, Mr. Schmoll established DAU's Huntsville satellite campus, and was instrumental in the creation of a complete DAU South regional campus organization in 2002. He taught hundreds of classroom offerings in multiple acquisition disciplines, delivered valuable assistance to customers, and mentored numerous DAU faculty members. He earned the distinction of being designated a DAU Distinguished Teacher, but his greatest satisfaction came from the success of his over 5,000 students and their contributions to supporting the warfighter.



ANDREW A. ZALESKI • • • • •

Former Dean, West Region and Director, Strategic Planning Action Group, DAU

As director of DAU's Strategic Planning Action Group, Mr. Zaleski led the effort that converted DAU's first strategic plan into actionable initiatives and also led a study that created the award-winning Performance Learning Model. His 2001 DAU Organizational Study completely realigned the DAU structure to support its conversion into a nationally recognized corporate university. As West Region dean, Mr. Zaleski established five sites that provided exceptionally effective teaching support to Defense Acquisition Workforce members and consulting support to acquisition field organizations.

CORPORATE RECOGNITION



DAU NAMED CORPORATE UNIVERSITY OF THE YEAR

For the second consecutive year, DAU was named Corporate University of the Year for North America. The recognition came at the Corporate University Best-in-Class (CUBIC) awards luncheon, November 12, part of Corporate Learning Week 2015 in Dallas, Texas. In addition, DAU President James Woolsey was named runner-up as

Learning Leader of the Year. The CUBIC awards were established to honor, recognize and promote learning organizations and corporate universities that set standards of excellence in a variety of categories related to performance and results. Winners are recognized for their unique achievements and contributions to individual and organizational productivity. Past CUBIC award recipients include Fortune 500 companies, global organizations, nonprofits, and governmental training groups.

DAU RECOGNIZED AS A LEARNINGELITE ORGANIZATION



For the fifth consecutive year DAU earned a place in the Top 10 of *Chief Learning Officer* magazine's LearningElite program—finishing number two in this prestigious award that recognizes the best in learning and development. Sixty-eight organizations were selected as Learning Elite, including Qualcomm, Hilton Worldwide, The Vanguard Group Inc., KPMG, Deloitte, Walgreens, Nationwide, and UPS. The judges said, "DAU has set the

standard for 'Elite.' There are many learning processes that DAU follows to make an outstanding learning organization. Senior DoD Leadership has made significant investments in time and money to support DAU. Team members at DAU are trained to be their personal best. Congratulations to DAU for setting the bar so high." DAU also received a Special Editor's Choice Award for its measurement accomplishments in the category of Learning Impact.



DAU AWARDED TOP 10 LEARNING ORGANIZATION

DAU received the 2015 Top Learning 100 Organization Award presented by Elearning! Media Group. The award recognizes excellence in learning across enterprises that invest in an immersive culture with best-in-class learning and development programs.



SOLE RECOGNIZES DAU FOR LOGISTICS CURRICULUM DEVELOPMENT

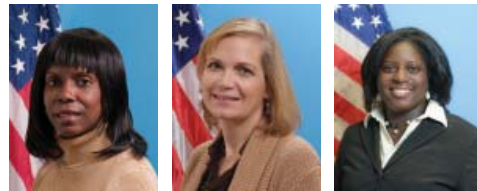
The Greater Washington Area Chapter of SOLE (The International Society of Logistics) presented Ms. Sylwia Gasiorek-Nelson with an award in Logistics Curriculum Development for her outstanding performance as project lead for development of the LOG

215 Technical Data Management course. SOLE also presented an award to Mr. James McDaniel for his outstanding performance as instructional systems designer for development of LOG 215.

DAU PUBLICATIONS WIN 2015 APEX AWARDS

In June, both the research journal and the magazine of the Defense Acquisition University won 2015 APEX Awards for Publication Excellence.

The *Defense Acquisition Research Journal (Defense ARJ)* won an award for One-of-a-Kind Publications—Government, for its January 2015 issue focusing on "Augustine's Laws," the somewhat irreverent observations of Norman Augustine, retired Lockheed Martin chairman and former Under Secretary of the Army. Recognized were Norene Fagan-Blanch; Diane Fleischer; and Aleisha Jenkins-Bey.



Defense AT&L magazine received its APEX Award for its January-February 2014 issue, which featured a cover story on micro machines used in defense systems. Recognized were Benjamin Tyree and Tia Gray.



DAU RECEIVES TELLY AWARD

DAU won a Bronze Telly Award for its "Capital and Northeast Customers Speak" video, which was created by Cheryl Glanville, lead production engineer, and the Video Services Department. Telly Awards Executive Director Linda Day said, "Defense Acquisition University's accomplishment illustrates their creativity, skill, and dedication to their craft and serves as a testament to great film and video production."

CORPORATE TEAM AWARDS

Goal #1 (Foundational Learning) — Deliver high-quality certification and job-specific training to give the workforce long-term knowledge and habits of mind.

DAU IT Sprint Team



Bob Skertic (Team Lead)*

- Joe Cooke
- Kevin Corcoran
- Mike Denny
- Tim Denman
- James McDaniel
- Debra Moore
- Sterling Mullis
- David Pearson
- Mike Thorne

Goal #2 (Workflow Learning) — Provide easily accessible learning resources to help the workforce succeed on the job every day.

Should-Cost Portal Development Team



Jim Lamb (Team Lead)*

- Kathy Spainhower
- Brian Bohr
- Jacob Bohr
- Chuck Cameron
- Jill Garcia
- Vance Gilstrap
- Rich Hoeferkamp
- John Huang
- Chris Johnson
- Mary Klemmt
- Kinnari Koradia

- Dr. Craig Lush
- Craig Marsteller
- Pooja Mohaan
- Tony Morell
- Sriraham Raman
- Robert Reynolds
- Tom Shaffner
- Consuala Spencer
- Tim Wade
- Qun Zhang

Goal #3 (Performance Learning) — Conduct high-impact customer engagements with individuals and teams to improve acquisition outcomes.

Source Selection Simulation (SSS) Team



Tom Elsesser (Team Lead)*

- Bill Long

Acquisition Strategy and Program Planning (ASP2) Assist Team



John Mueller (Team-Lead)*

- Dave Ahern
- Ken Nichols
- Lt. Col. Ann Wong, USAF

PEO C4I Should-Cost Management Performing Learning Team



Joanne MacDonald-Morrow (Team-Lead)*

- Ron Burroughs
- Andrew Gepp
- Rebecca Haydu
- Jerry Munar
- Jeff Russo
- Russ Shaver
- Marty Sherman

* Pictured

Goal #4 (People)—Hire, develop, and retain a workforce with the right skills to execute our mission.

FPD 315 Development Team



Bob Spangler (Team-Lead)*
 Jack Cain
 Karon Curry
 Rick Gallman
 Vishnu Nevrekar
 Ric Nordgren
 Michael Paul
 Tony Romano
 Donna Seligman
 Rob Tremaine

DAU Mentoring Program Team



Diane Whitmore (Team-Lead)*
 Michelle Currier
 John Daniels
 Dave Fitch
 Dave Fowler
 Wayne Glass
 Meg Hogan-Roy
 Lt. Col. Stephani Hunsinger, USAF
 Michel Jimerson
 Ron Joseph

Robert Morris
 Greg Schlauch
 Adrienne Schmidt
 Brian Schultz
 Tim Simpson
 Joe Thumser

Diversity Team



Anastasia Peace (Team Lead)*
 Frances Battle
 Mikki Brooks
 Jerry Brown
 Urfan Choudhry
 Lolita Clayton
 Alexis Concepcion
 Barbi Dorer
 Anil Dua
 Danial Durnell
 Marvin Gibson

Adam Gowayed
 Senior Master Sgt. Sharon Green, USAF
 Mary Greiner
 Scott Hanger
 Jonathan Higgins
 Vanessa Manago
 Katie Miglin
 Nelly Navia
 Carmen Parker
 Brian Pearson
 Debbie Register

Roberto Reyes
 Brian Risi
 Jose Rivera
 Digna Robinson
 Jeff Robinson
 Tina Roxburgh
 Tatiana Rubio
 Consuala Spencer
 Robin Stephens
 Charles Sumpter
 Rich Vigue

Stephanie Voltz
 Timothy Wade
 Sandra Whitmore
 Montinique Woolfolk

Goal #5 (Infrastructure)—Develop and sustain effective and efficient infrastructure and business processes to support a global learning environment for our customers.

Oracle Time and Labor (OTL) Implementation Team



Darren Harvey (Co-Lead)*
Bethany Wince (Co-Lead)*
 Mahamed Abdi
 Yonas Abera
 Lucia Absalon
 Daisy Banks
 Gloria Blackshear
 Chuck Cameron
 Alexis Concepcion
 Justine Davis

Chhaya Desai
 Brian Gaines
 Pat Gosh
 Grant Griffin
 Damon Ingram
 Paras Rathor
 Robert Reynolds

Acquisition Community Connection Transition Team



Jill Garcia (Team-Lead)*
 Deborah Aceto-Milton
 Brian Bohr
 Jacob Bohr
 Chuck Cameron
 Mike Dorohovitch
 Sue Hanley
 John Huang
 Chris Johnson
 Barbie Keiser
 Bill Kobren

Kinnari Koradia
 Leesa Lafferre-Thomas
 Jim Lamb
 Craig Marsteller
 Greg Mazul
 Pooja Mohaan
 Tony Morell
 Sriraman Raman
 Robert Reynolds
 Mary Ryan
 Tom Shaffner

Emmett Simmons
 Kathy Spainhower
 Consuala Spencer
 Lori Taylor
 Ivan Teper
 Tim Wade
 Jennifer Zearley
 Rick Zeleznik
 Qun Zhang

* Pictured

INDIVIDUAL AWARDS

Congratulations to the following recipients of individual awards in the DAU Corporate Recognition Awards program:

Teaching Band A



Christy Watts

Teaching Band B



Matthew Bampton

Teaching Band C



Salvatore Cianci



Ralph Mitchell

Distinguished Teacher Recognition



Matthew Ambrose



Steve Brown



Marty Sherman

Performance Learning Asset Development and Delivery



William Broadus



Joel Little

Curriculum Development and Implementation



Julie Bailey

Research



Venkat Rao

Direct DAU Support of the Warfighter



Bill Long



Roger Woods

Integration Across the Acquisition Learning Model



Elizabeth Lederer



David Miskimens

Junior Staff Person of the Year



Alex D'Amore



Katherine Miglin

Senior Staff Person of the Year



Penny Siragusa

Customer Service



Mary Greiner

Workflow Learning Support



Thomas Gainor



Mary Ryan

Workflow Learning Asset Development



Gary Hagan



James Lamb

Distinguished Officer of the Year



Lt. Col. Joseph Gueck
USAF

Frank J. Anderson, Jr. Award (Staff)



Jill Garcia



Bethany Wince

Frank J. Anderson, Jr. Award (Faculty)



Tim Denman

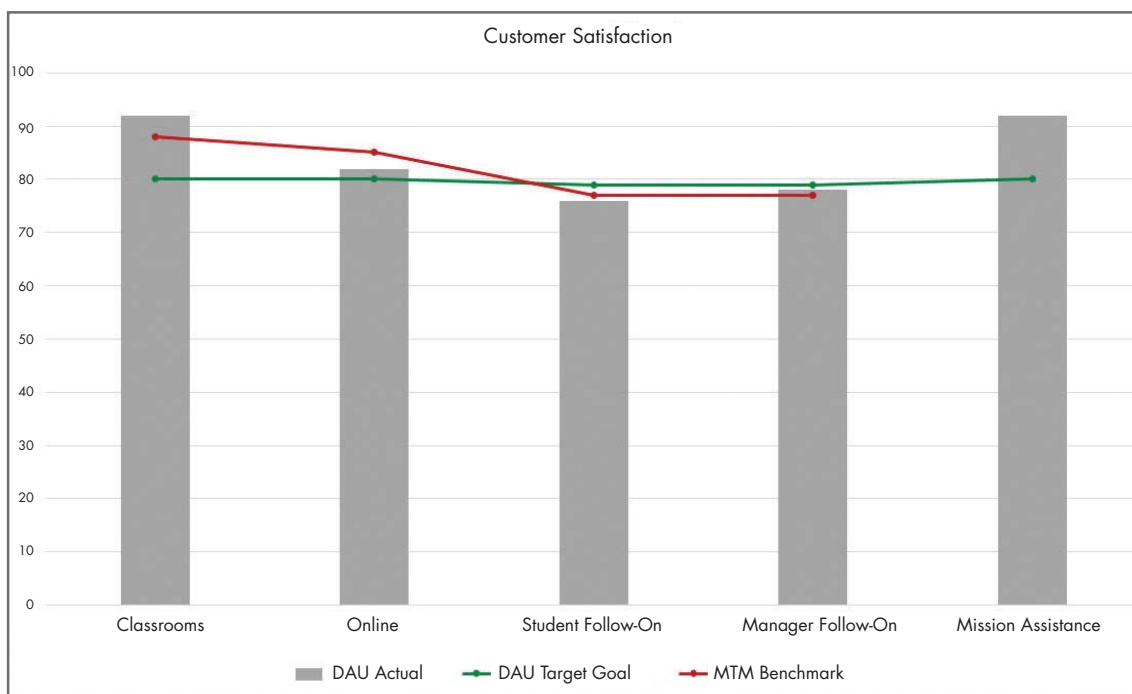
CUSTOMER SATISFACTION

For DAU to improve the professionalism of the Defense Acquisition Workforce, it must provide high-quality, relevant products and services 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.

CUSTOMER EVALUATION RESULTS

DAU evaluates customer satisfaction based on the four-level Kirkpatrick training assessment model and uses the seven-point Likert scale. At the end of each course, students are provided a link to the survey, 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 FY15:

- 34,079 surveys were completed by students in classroom courses with an average rating of 6.44 (or 92 percent)—exceeding DAU's target of 80 percent by 12 percentage points, and 4 percentage points above the MtM corporate benchmark of 88 percent
- 71,071 surveys were completed by online students with an average rating of 5.77 (or 82 percent)—exceeding DAU's target of 80 percent, but 3 percentage points lower than the MtM corporate benchmark of 85 percent
- 28,881 follow-up surveys were completed by students with an average rating of 5.35 (or 76 percent)—falling short of DAU's target of 79 percent by 3 percentage points, and the MtM corporate benchmark of 77 percent
- 629 follow-up surveys were completed by students' managers with an average rating of 5.48 (or 78 percent)—falling short of DAU's target of 79 percent by 1 percentage point, but 2 percentage points higher than MtM the benchmark of 76 percent
- 1,678 surveys were completed by customers who participated in workshops with an average rating of 6.44 (92 percent)—exceeding DAU's target of 80 percent by 12 percentage points



IMPROVING THE PROFESSIONALISM OF THE
DEFENSE ACQUISITION WORKFORCE





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